

FY 2002 Budget in Brief

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Chair's Budget Message



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TO: Board of County Commissioners
DATE: April 26, 2001
SUBJECT: 2001 BUDGET OVERVIEW

I have worked on many budgets over the past 17 years with the County - starting with Pauline Anderson in 1985. This has been the most difficult. The process was filled with uncertainties, both political and financial. The political uncertainties include the resignations of two commissioners, followed by interim appointments, followed by elections to fill the vacancies - the results of which we may or may not know before the budget is adopted. The financial uncertainties include large decreases in projected revenue from the business income tax over a three year period and projected state reductions in funding for county-provided services.

I have tried to balance the need to be fiscally conservative with the desire to preserve key county services. I have also tried to draw upon my experience with the County, my understanding of the deeply held values of the Board, and my own values and principles in making these recommendations. As a consequence, this budget message may be longer than usual It may contain more references to evaluation. Uncertainty brings out the best and the worse in all of us.

Today, I will dwell on the best and continue to be optimistic that we can emerge from this process on sounder financial footing and with most critical services in place. Several factors made this budget process work as well as it has:

- Partnerships with schools, cities, and the state that allow us to work together to meet the needs of the public.
- Talented and dedicated employees who are willing to do more with less, seek efficiencies and be very creative in generating new revenue.
- A strong Board of County Commissioners committed to working cooperatively based on a common set of values and principles

That's the good news. The bad news is that we face a revenue shortfall that is approximately 20 million dollars. How can we best fill this \$20 million hole in the budget? Today, I will share with you my proposed response. First, we must aggressively pursue improving operating efficiencies. Second, we must search for additional revenue sources. Third, we must continue our focus on priority benchmarks using the best research and evaluation data available. Fourth, we must listen carefully to the community. Finally, we need to make deep and painful cuts in our existing services that will result in layoffs and the elimination of vacant positions. I'll talk a little about each of those steps and close with a discussion of future issues and some principles to keep in mind for our coming deliberations.

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EFFICIENCY

In the short-term we are finding ways to do more with less. In the long term we are pursuing cost avoidance. I'll give some examples.

Clinic Utilization

In the Health Department, our seven clinics accommodate 95,000 visits annually. They are in the middle of a Clinic Redesign Project that will reduce wait times and increase the number of clients seen each day in the clinics. All members of the clinic team will redirect their efforts to front-line client service, whenever possible. Based on the experience of other jurisdictions, we expect a 5% to 20% improvement in efficiency from these changes. Thanks to these operating efficiencies, the Department believes it can avoid health care service reductions to those most in need. We will do more with less.

Fleet Audit Efficiencies

Last fall, the Auditor suggested the County examine Fleet services. Since the audit was issued, 88 cars have been turned into Fleet Services. Next year departments will save \$141,808 in ongoing and one time only costs and the Fleet fund will save \$121,495 in one time costs. Here is an excellent example of stronger central management and clearer standards that provide more efficiency. We'll do more with less.

Information Services

I have directed County information services personnel located in Departments to report to the Central Information Officer as of July 1. The CIO will develop service agreements with the Departments based on their current service level and recognizing unique departmental needs where they exist. Over time, the CIO will be able to improve services and help provide system thinking and cost avoidance strategies. This central direction will increase accountability and allow improvements to major initiatives in mental health and health data planning.

One aspect of that strategy will be the transfer of remaining county operations off the mainframe within two years. Once this transition is made the County will save \$1,500,000 annually. We will do more with the same in the future.

Building Management

Facilities Management is currently developing options to reduce the County's vacant space by consolidating operations and disposing of three County structures within the next two years. This will require the Board to find new locations for the Sheriff's patrol services ; for Facilities; and for the Multi Disciplinary Team. Additional short-term costs will be more than balanced out by the sales of the properties, more efficient long-term operations, and cost avoidance of building new structures. We will do more with our existing buildings.

REVENUE

After pursuing efficiencies, but before making cuts, we looked for new sources of funds to replace lost revenue. As noted, State government also has a shortfall and they are making cuts. The Federal Government does not have a budget shortfall and we have stepped up our efforts to secure the benefits of Federal programs for residents of Multnomah County. We are looking to a few other sources as well. In this budget we anticipate over \$9,000,000 in new revenue.

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Federal Financial Participation

Under the leadership of the Federal Financial Participation workgroup, the County has projected an additional \$5,000,000 in federal revenues to Health and Community and Family Services. The FFP group has received wonderful cooperation from the state government in pursuing these options. More remains to be done in the coming year involving potential partnerships with schools, juvenile services, and other funding streams. One specific result of these efforts is the ability to project adequate operating funds for a winter 2002 opening of the Child Receiving Center. This revenue enabled us to avoid even more painful human services reductions.

Leasing Beds

The Sheriff has aggressively pursued revenue-generating options. Partners in the public safety system are planning to absorb the potential loss of up to 100 jail beds that could be leased to the Federal Government. Absorbing this reduction of beds will require the cooperation of the District Attorney and the Department of Community Justice. They have agreed upon a plan with thoughtful guidelines that minimize the impact on public safety, including pairing a post-prison/probation revocation sentence with electronic monitoring, when appropriate. This is an efficiency that makes increased revenue possible.

Pay to Stay

The Sheriff also proposes to increase the charges to inmates who can afford to pay a portion of the County's cost in holding them. This approach could be especially useful at the Restitution Center that already charges a daily rate.

Rental Rate

Finally, the Sheriff believes he will be able to successfully conclude prolonged negotiations with the Federal Government that will increase the lease cost to reflect the County's cost of detaining offenders.

User Fees in Animal Control

On a more limited scale, Animal Control Director, Gary Hendel, has proposed a number of fee increases which will offset proposed cuts in his program and enable him to implement his planned "no kill of adoptable animals" policy.

FOCUS ON PRIORITY BENCHMARKS

After we've pursued efficiencies and after we've looked for new revenue we still need to make cuts. How do we decide where to cut? We look at our priorities. My budget recommendations assume certain long-term goals. Within this budget environment I was not always able to make progress on each, but at a minimum I attempted to avoid damaging cuts that would set our progress back.

The priority benchmarks I used in this budget planning include early childhood, health, and quality of life. By August 1, the new Board will be composed entirely of members who were not at the County when the Board chose the breakthrough benchmarks of poverty, school success, recidivism, and good government. This summer I think it would be appropriate for the Board to review, discuss and affirm the strategic direction inherent in the Benchmarks for the County for the next five years.

The overriding value of using benchmarks to guide decision making is that it helps the Board stay focused on community priorities. The Board must have patience and persistence to fund research based

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approaches and stick with them through an appropriate implementation and evaluation phase. A new Board will want to discuss and reach consensus on the future benchmarks. The original structure provides a continuing focus and a clarity that serves us well in difficult times such as these. I will highlight a few examples where changes in this budget are driven by our priorities. Within each benchmark area I will include a general goal statement that drives our efforts.

A. Early Childhood: Readiness to Learn

Children born in high-risk family situations should be screened and assessed. Their families should be provided assistance in their formative years.

As an outgrowth of the extensive community based planning effort led by Commissioner Lisa Naito, the County is prepared to implement the Governor's Children's Program by developing comprehensive responses in three areas: First, we will expand our Healthy Start teams in North Portland and East County. Based on the research tested "Olds" model, these teams provide ongoing support to first time, low income, single mothers. Nurses with caseloads of only 25 families provide two years of intensive home visits. The Olds model has been shown to achieve long term cost savings as well as significant health benefits. These include an 80% less chance that adolescents who received these services as babies will be convicted of a crime.

Second, we will develop neighborhood based, multidisciplinary Family Support Teams which provide less intensive services for a broader population. The County can build upon the success of the neighborhood health worker model which was expanded following an audit two years ago. This approach has been endorsed by both the Rand study and the Citizens Crime Commission.

Third, we will expand the Connections program that provides home visits for all new moms, not just the first births targeted by the Children's Plan.

I hope that the state provides sufficient flexibility to allow us to absorb some of the reductions from other state funding streams and the general fund - such as early intervention screening and small cuts in the Parent Child Development Centers. In terms of ongoing services, the Library continues to emphasize and expand its outreach and in-branch services for young children and moms.

B. Poverty

Families in poverty should be provided with resources to alleviate their suffering and, when possible, provided with tools to get out of poverty.

We have two plans to address homelessness- one on homeless youth is currently being implemented, evaluated, and fine-tuned; another plan, addressing the needs of homeless families, awaits funding. We can take a small step this year. Based on the research we have done over the years with LPSCC and Community and Family Services, we will partner with the JANUS youth organization to pursue an alcohol and drug treatment grant providing up to \$900,000 over three years to intervene more effectively in the lives of homeless street youth. Research shows a strong link between homeless youth and alcohol, tobacco and other drug use. Our recent evaluation of the homeless youth system indicated that 52% of the youth used alcohol prior to entering the system and 48% used marijuana. Traditional alcohol and drug services are often not effective in reaching street youth.

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C. School Success

SUN schools will spread and be an organizing focus for the provision of school based services. The School Attendance Initiative will continue to help students return to schools. Schools will need to do more to make their structure and curriculum appropriate for all students.

School Attendance Initiative

Our research and evaluation data on this project show that it is effective both at returning students to school and increasing their performance once they have returned. The data from last year shows that over 3,600 students were served by SAI. On average their attendance increased from 75% to 83% after SAI intervention. Increased attendance brings increased State funds to our school districts. Preliminary academic measures from a small number of pilot schools indicate that students meeting grade level expectations rose from 31% to 56% in reading and 31% to 44% in math. This small sample is very encouraging.

In this budget climate, I have scaled back the effort to focus on the schools most in need of the service. Even with those reductions, the number of students served next year will be more than 70% of the number served this year. We are prioritizing. We will continue to serve all schools with more than 40 referrals this year, all SUN schools, and all schools targeted by their districts as under-performing.

Schools Uniting Neighborhoods

The SUN initiative is an exciting and innovative approach to building community, increasing school success and improving utilization of public facilities. In this budget we do not have the funds for a major expansion of this effort, but I have proposed to protect this initiative from substantial reductions. SUN has put in place one of the most intensive evaluation efforts we have ever undertaken and we need to stay the course and collect the learnings from this important initiative.

D. Access to Health and Mental Health Services

All citizens should have access to basic health, mental health and supportive services to enable them to live productive lives in their community, to the extent possible.

This is an area where the need is great and the local and state resources will seemingly always be inadequate.

Health Care for Low-Income Families and Youth

The changing health care situation, locally as well as nationally, continues to increase the demand on the County to provide health care to low income families and youth and to the uninsured. I've talked about visit redesign and federal financial participation. We also continue to lead toward a community solution through the Communities In Charge grant.

Mental Health

By moving the focus toward housing, employment, and community based treatment we will reduce the need for more expensive hospitalization. It may not cost less in the short run, but we will provide more service to more people and most importantly, people will be healthier and able to make positive contributions to our community. We will review the budget implications of these actions on May 15.

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The Elderly and the Disabled

More options for clients who are disabled or frail will be driven by self-determination and the least restrictive home environments. We will continue to push for restored funding for the more humane and cost effective approach of Oregon Project Independence.

Children's Services

The County is now soliciting bids for the construction of the Children's Receiving Center, which we hope to open next winter. The CRC located in the Gateway Urban Renewal district will provide a place where children who have been removed from their homes for reasons of abuse or neglect can be taken for immediate care and comprehensive assessment. The Center will serve up to 16 children at a time ages 3 to 12 and will be operated with existing county and state funds. The County has the opportunity to use this Center as a focal point for comprehensive services for children in foster care aged 0 to 6 and for their foster and biological families. These include parenting, mental health, health, and domestic violence and abuse services and supports.

E. Reducing Recidivism

Our public safety focus must continue to be on offenders who pose continuing dangers of committing serious person to person crimes and are returning to the community from incarceration with little resources to support a non-criminal life style. Individuals who do not pose a substantial danger to the community should be channeled into sanctions and treatment services which have been shown to help end recidivism. Juvenile offenders and their families should be provided every opportunity to become contributing members to their community.

Much of the work revolves around the chronic problems of alcohol and drug abuse and its multiple victims in our society. Here are three examples:

Gang Prevention and Intervention Efforts

The state previously provided the County with \$1,300,000 in gang prevention and intervention money. The Governor eliminated that funding from his budget and the Legislature is very unlikely to restore it. The Department feels that these services are particularly crucial and notably effective. I agree, and I have largely backfilled them in my Executive Budget. I suggest we continue to fund treatment foster care, juvenile court counselors, the Day Reporting Center, and multi systemic therapy. Treatment Foster Care and MST are nationally promising practices for juvenile delinquency reduction.

Mentorship

In this budget we supplement Community Justice's successful Interchange program with a mentorship program to provide more effective transition of those offenders back to the community. Last year, the County started a mentorship program for graduates of the Hooper drug treatment program. With a year of experience, the evaluation reported that the percentage of clients referred from detoxification who were actively engaged in outpatient treatment increased from 52% to 85%. Moreover, the number of clients enrolled in outpatient treatment increased annually from 84 to 165 and the percentage of those clients completing treatment increased from 16% to 54%. The results exceeded even our most optimistic expectations. By offering this service to graduates of Interchange and Columbia River Correctional Facility we can increase the success rate of individuals who have received some of our most expensive secure treatment.

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Drug Treatment Sanction

Currently, less than 30% of the offenders on probation in this County receive treatment for drug abuse. If we institute a more comprehensive drug court we can increase that number to 50%. Given the reductions in jail beds, prosecution resources, and probation resources, we need to take a thoughtful approach to doing more with less. I need to acknowledge the District Attorney, Community Justice Director, Courts and Sheriff for developing an approach which can direct many low level misdemeanants, trespass and non-violent felony criminals into court supervised treatment. This is consistent with the approaches being tried in California and Arizona.

For this approach to work, the County is requesting a reprioritization of how the City and County agree to spend the Local Law Enforcement Block Grant that our area receives. Discussions need to continue with the City of Portland to increase funding of the currently successful STOP program by \$750,000, instead of spending that money on police equipment and overtime.

Multnomah County has operated a drug diversion treatment court since the early 1990's. A recent outcome study shows that drug court participants are convicted of new crimes 16% less and arrested for new crimes 14% less than a matched group that did not enter drug court. Similarly, we need to deal with offenders with mental illness who do not pose an immediate danger to themselves or others. We cannot afford to use expensive jail beds, if some of these clients can be supervised and treated outside of jail. Towards that end, we are also requesting from the Local Enforcement Block grant, funds to pilot a mental health treatment court option. The County will provide additional mental health case management services and closely evaluate the effort.

Trespass in a Drug Free Zone

Finally, in an effort to target our justice system resources to the most appropriate clients, I would encourage the City of Portland to reexamine their use of the drug free zone. I am concerned that the current enforcement of the Drug Free Zone is overloading our criminal justice system and contributing to the overrepresentation of African Americans. Over 10% of offenders sentenced to misdemeanor crimes in 1998 were convicted of Trespass II, most of which results from Drug Free Zone exclusion orders. Almost 1/2 of these offenders were African American. When police issue the exclusion orders (as opposed to judges or prosecutors), 45% are for African Americans, 33% white and 20% Latino. I believe the Drug Court offers a more promising long-term approach to this neighborhood problem. By limiting arrests and booking to ex-offenders who are suspected of something other than trespass, the system would eliminate the recycling of fully 1/10 of the misdemeanants currently in our system.

F. Good Government

The County must begin to embrace sustainable practices and model this behavior in all we do. Less than that will shortchange our children's future. The need for adequate housing for many of the populations we serve will drive the County towards a larger role. We are developing the capacity to coordinate County housing work in DSCD and we have the potential to expand our supported housing for offenders. The review of the County's administrative services, now proceeding under the direction of *Cecilia Johnson*, promises to involve the County's best thinkers in how we move forward.

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LISTENING TO OUR CITIZENS

Our County - and our democracy - work best when citizens are organized to work with local governments to get the services they need. If the services are to be effective, communities of color will need services tailored to meet their unique cultural norms. As the fastest growing community in the state and county, the Latino community will need greater attention from the County. The County also has large, and growing, populations of Russian, Vietnamese and other non-English speaking people. Language and cultural barriers make serving these communities well extremely challenging. We must work hard to meet these challenges. To gather input from the community we've been working with community groups that have been willing to sponsor budget forums and share their views with us. The County held seven budget forums this winter. They were attended by approximately 500 people. Consistent themes and community priorities included:

- Focusing on preventing problems
- Expanding support for SUN Schools
- Expanding recreational facilities and youth development programs
- Expanding violence prevention and intervention programs; adding funding for culturally specific programs
- Funding leadership building in the Asian Pacific Islander and Latino communities
- Strengthening early childhood services (by supporting health, early education, and parenting programs)
- Continuing to support high risk and gang affected youth and their families
- Continuing to support school based health centers
- Improving access to culturally appropriate mental health, alcohol and drug treatment services
- Supporting culturally specific programs for elders
- Building on community strengths and assets
- Given the budget constraints, and always testing for effectiveness, I tried to follow all of these themes.

In addition, there were some specific requests. Based on equity concerns, I have honored the following:

- Providing \$25,000 each to APANO and the Latino Network to continue their advocacy and organizing work.
- Providing the Asian Family Center with diversion staff.
- Providing potential funding for an expansion of our Latino mental health work to Rockwood, possibly by this spring. Expansion to the Columbia Villa is also recommended when funds permit. The final decision should be made by the Board when we have a better perspective on the federal financing potential.

I wish we could have done much more.

MAJOR REDUCTIONS

After the efficiencies, after the new revenue, after the priorities and the community input, even the best thinking and most well-intentioned actions cannot avoid the harsh reality of layoffs and service cuts. I regret that more than 120 positions in the county will be eliminated and over 50 current employees may lose their jobs by July 1. This budget includes reductions that total over \$13,000,000. Here are a few of the major cuts recommended by departments and agencies that I included in the Executive Budget:

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Public Safety Juvenile

- Closure of a 16 bed unit at the Juvenile Home. (\$495,000)
- Elimination of the GIFT program - Gang Influenced Females - (\$190,000)
- Reduction of juvenile counselors from DCJ (\$600,000)

Public Safety - Adult

- Reduction of seven prosecutors (approximately \$500,000)
- Reduction of corrections deputies (\$500,000)
- Reduction of work crew staff (\$606,000)
- Elimination of Sheriff's office support for the child abuse multi-disciplinary team (\$155,000)
- Elimination of the employment contract for offenders from DCJ (\$72,000)
- Elimination of outpatient field services mental health contract for offenders from DCJ (\$181,000)
- Reduction of 9 corrections technicians supporting the work of probation officers from DCJ (\$390,000)

School Services

- A 1/3 reduction in the number of schools served by the School Attendance Initiative (\$700,000)
- Elimination of FRC counseling staff at Marshall and Whittaker (\$130,000)
- Reduction in spending on Transition School (\$600,000)

Aging Services

- Reduction by 43% in Oregon Project Independence funds (\$440,000)

Health Services

- Neighborhood Health services (\$1,100,000) The Healthy Birth Initiative grant ends on June 30. Through a reorganization of the Field Teams, and a reallocation of existing resources, \$450,000 has been restored to the Initiative.
- Elimination of the Lead prevention program - lost grant from City of Portland (\$457,000)
- Reduction in STARS - Students Aren't Ready for Sex - reduced state funds (\$102,000)

Support Services

- Reduction in our staff in Finance (\$447,000)
- Reduction in central information services (437,000)
- Reduction in Facilities and Property Management (1,067,000)

Administration

I have discussed the need to review our administrative services. However, I also need to mention the dangerous lure of false efficiencies. We all prefer to avoid direct service reductions and instead rely on internal efficiencies and administrative reductions wherever appropriate. I have mentioned just a few of the many efforts we have made in that direction. But I would be remiss in my duties if I did not point out that, at some point, cutting administrative staff becomes counterproductive.

Without experienced administrative staff, the County will:

- be unable to maintain the highest quality in our services;

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- be unable to form and sustain crucial partnerships with the business community and other local jurisdictions;
- face the prospect of increased employment litigation; and
- be unable to maintain quality workers who seek to make a meaningful contribution to their society, but also have responsibilities outside of work with friends and family.

We need to be prudent in the management of our human resources. I worry that these cuts, following on the reduction of more than \$7.5 million to the County's current service level last year, will place too much strain on our systems.

STATE REDUCTIONS

The County's budget dilemma this year was compounded by reductions in state funding. We remain hopeful that Oregon Project Independence funds will be restored by the State Legislature and will continue to help our senior citizens remain in their homes as long as possible. We remain hopeful that Oregon Youth Authority beds will be restored. With the closure of a unit at Juvenile, the County is not in a position to assume responsibility for serious youth offenders who have been sent to state training facilities. We are not hopeful about restorations of the state funded gang prevention and intervention programs. These programs have become a vital part of our local juvenile corrections strategy and I have made deeper cuts within Community Justice to restore the bulk of those programs.

It is distressing, but understandable, that a slowing business climate and out of state mergers impact our business tax revenue. It is outrageous that relatively small amounts of our income tax payments will be returned to us by the state while we face the erosion of services that could have been continued with those state funds.

FUTURE UNCERTAINTIES

When facing a cut back, government cannot always meet the long-term needs of its citizens. It needs, however, to keep those many needs in mind as it makes thoughtful short-term decisions that may have long-term implications. While not comprehensive, here are a few areas where a new Board will need thoughtful planning and strategic actions:

Operating Levies

The wonderfully intact and expanding Library system will be up for renewal, probably in 2002. Operating funds for the new Wapato Jail and Secure Alcohol and Drug Treatment Center will need to come from a local option levy. The facility should be ready to open in the summer of 2003. We know from our evaluations that the effectiveness of the drug treatment will depend upon adequately funded follow up services including housing, mentors, and employment.

Capital Requirements

Commissioners Cruz and Naito are working with our Facilities Department on options for a General Obligation Bond to meet the needs for adequate, structurally safe court space. The un-funded liability of the Bridges and the continuing strain on limited transportation funding will require cities, state and federal cooperation with us if we are to meet the needs. Housing support is emerging as a significantly under-funded local government service. While the County has historically not had a major role compared to other jurisdictions and organizations, the success of much of our work depends on adequate, affordable

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shelter. Maintaining our investment in our buildings through the asset preservation fund mechanism will allow some flexibility in how we address these needs.

State Partnerships

In many of our services - health, mental health, aging, community corrections - the County is supposed to be a partner with the state. Too often, the Legislature is more than willing to provide counties with the responsibility for locally provided services, but unwilling to provide adequate funding for these services. The County needs to work with other counties and the Governor to develop a meaningful partnership that addresses the responsibilities of both partners - the funder and the service provider. The good news is the continuing assistance we are getting from the state in our expanded FFP partnership and the potential still remaining.

Local Partners

I am continually struck by the time, energy and commitment that true partnership involves. A new Board should carefully consider structures that would enable it to have more regular dialogue on public policy with the Cities and School Districts in Multnomah County. Too often discussions are limited to relatively last minute budget negotiations, without an overall commitment to fund systems, not perceived organizational needs.

Role of Central Support Services

The County is a very different organizational place than it was when Pauline and I first came and different because of the impact of Beverly Stein. We have the potential to think and act more efficiently and more as a single enterprise, rather than discrete Departments. Indications of that movement are the strength of the DSS leadership both at the Director and Division Manager levels, the installation and use of MERLIN, the adoption of Countywide Information services standards and technology, and the positive response to the fleet audit.

To continue to capture efficiencies, avoid long-term costs, and capture the learnings from the auditor's work in these areas, the County will need to continue to move its thinking towards a countywide/enterprise level. This does not mean wholesale centralization. We need to value and honor the differences among our departments. But, we need to value expertise where it exists, and wear county hats, more than departmental hats. The Board needs to play a key leadership role in stressing these themes.

PRINCIPLES

I will bring this multifaceted message to closure by sharing with you the principles that guided my decision making.

- Is the service cost effective? What are our choices?
- Is the service supported by research? How do we know it will achieve the desired outcomes? How good is our evaluation?
- Are we intervening early? Are we using prevention strategies where possible? To what extent is our investment going to impact the community on a long-term basis?
- Are we tackling the high-risk clients? Are we targeting the areas of greatest need?
- Are we building on community strengths? To what extent does the policy enable neighborhoods to assist their own residents in convenient sites?
- To what extent will a reduction in one area spill over and cause additional problems in another area

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- Are we promoting transformative change? To what extent does the policy enable us to rethink and redesign how we do our work?
- Do we have Accountability? How can we demonstrate to the public that the money is well spent?

As we look in more detail at the difficult budget choices we face I hope that we will continue to ask these questions.

ACKNOWLEDGEMENTS

In closing, I would like to thank:

- The Board for their guidance and support in developing these recommendations
- Dave Warren, Karyne Dargan, Ching Hay, Mark Campbell, Mike Jaspin, Julie Neburka, and all the departmental budget staff.
- County Unions officials for their continuing input and ideas over three different occasions.
- The Central Citizen Budget Advisory Committee whom I also met with on three occasions to share ideas.
- The Chair's staff for their support specifically
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- Deb for being on top of everything Board related
- Melinda, Delma, Lyne, Cynthia for helping things running and keeping us sane

A special thanks to:

- Dave Boyer, Dave Warren, and Tom Fronk whose energy and creativity on financial matters are exceptional
- Elyse Clawson and Joanne Fuller who are among the best collaborators and partners in the County.

I am honored to have the opportunity to participate in this process. I look forward to our overview workshop on Tuesday and our departmental briefings and public hearings in May and June.

Board Budget Notes

Board Budget Notes

During the budget deliberations, the Board of County Commissioners identified the following issues and concerns to be addressed throughout the upcoming fiscal year. Additionally, the Board identified items it will consider for General Fund Contingency requests

Quarterly Reporting Process

The FY 2002 budget process highlighted the tension between allocating scarce resources and developing new revenue sources to offset budget reductions. Given the department's creative responses in developing new revenue sources and the lack of historical data to forecast these new revenues, the Board directs the Budget Office and those affected departments to return to the Board on a quarterly basis to report on revenue and expenditure data in the form of a Quarterly Financial Report. That report should include the status of a department's expenditures and revenues, an explanation of seasonal trends and unusual expenditures and revenue receipts, and whether or not the department will meet year end targets and/or appropriations. The report will also include a section updating and advising the Board on the status of bond fund activity.

If revenues fail to meet projections, the Board directs the Budget Office in consultation with the Departments to return to the board with a reduction plan evaluating and outlining options to bring expenditures in line with new revenue projections.

Specific revenues to be addressed include, but are not limited to:

- Pay to Stay Fee Collection
- Animal Control Fines and Fees
- Property Tax
- Motor Vehicle Rental Tax
- Gas Tax
- Business Income Tax
- Federal Bed Rental Revenue
- Federal Financial Participation Revenue
- Primary Care Clinic Revenues
- Recording Fees
- Internal Service Revenues (Facilities Management, FRED's, Data Processing, Risk Fund)
- Assessment & Taxation Supplement
- Strategic Investment Program Revenues
- State Revenues including Department of Corrections Revenue
- DUII Fee Revenues

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State Funding Formula Issues

The Direct Report Managers (DRMs) are to develop a countywide policy for the Board's consideration, to address state funding formula issues (grants-in-aid, ADS equity issue). As part of the construction of the policy issue/statement, the DRMs are to collaborate with the State Department of Human Resources reorganization efforts in a partnership context.

Non-County Agencies

Prior to planning for FY 2003 the Board will consider the array of Nondepartmental appropriations to non-County agencies and how to knit them more closely into the County policy web.

Primary Care Clinic Revenues

The Health Department and the Budget Office will monitor the client flow and access issues in the County's primary care clinics, and return to the Board quarterly with an update. Should budgeted fee revenues fail to materialize after the first quarter, the Health Department is to return with proposed program reductions to take effect immediately (see Quarterly Reporting Budget Note).

Pretrial Release System Redesign

The Local Public Safety Coordinating Council (LPSCC) has been reviewing the County's Pre-Trial Release System for increased efficiencies, effectiveness, and potential for cost savings. The Court Work Group has been designated as the group responsible for deciding how to best proceed. The Court Work Group is currently reviewing and validating pre-trial release criteria. It is also forming recommendations for an information system that will eliminate duplicate information collection during various pre-trial release interviews and the booking process and allow information to be shared more easily. LPSCC will brief the Board at the conclusion of these activities.

Pay to Stay Review

The Sheriff's Office shall return to the Board in the fall with a review of the Pay-to-Stay program, including information about number of clients billed, percent of billings collected, civil judgments entered against clients for reimbursement, and impact on families, if known. Also, the Board will discuss the policy implications of collecting from clients whose significant assets (homes, cars, etc.) may be seized.

INS/US Marshal Revenue Review

During FY 2002, the Sheriff's Office shall report monthly to the Board and the Budget Office on federal bed rental receipts. Should budgeted revenues fail to materialize at budgeted levels by the first quarter, the following sources will be used in this order as potential offsets to unrealized revenue.

- \$1,650,000 additional carryover/underspending in the Sheriff's FY 00-01 budget (below 96%).
 - \$750,000 planning money for a possible East County Justice Center.
- \$500,000 from Community Justice programs and/or additional state Community Justice funding that could offset programs currently funded with County general fund. (The expanded Mentorship and Treatment Foster Care programs can proceed as originally planned.)

Board Budget Notes

Oregon Project Independence	The Board wishes to ensure that funding for Oregon Project Independence remains at the top of the County's legislative agenda. To that end, the Board directs the Public Affairs Office to report on efforts to assist the state in approaching the federal government for sufficient revenue support for this program.
Federal Financial Participation Work group and Schools	The Federal Financial Participation work group is directed to work with Portland Public Schools to explore billing the federal government for the portion of PPS employees time that is potentially reimbursable.
Mental Health Redesign Budget	The Department of Community and Family Services will present the Board with a revised mental health budget that reflects the redesign of the mental health system no later than July 30. The necessary budget modifications to reallocate funding should be submitted shortly thereafter and reflect any Board feedback.
Comprehensive Services for Children and Families in Foster Care System	The Board will make final budget decisions on early intervention services for foster children and their families in the fall. This partnership model will start with the opening of the Children's Receiving Center, but will only require County funds in FY 2002-03, currently estimated at \$250,000- \$300,000.
Bienestar at Rockwood	The Adopted Budget includes \$100,000 of funding for a spring start-up of Bienestar at Rockwood, contingent on sufficient Federal Financial Participation funds being realized. Prior to start-up, the Department of Community and Family Services should discuss with the Board the availability of sufficient ongoing funds to support this program as well as plans for expansion of Bienestar into Columbia Villa.
Information Technology Issues	DSS will arrange a peer review (or due diligence report) on the organizational implications of the Information Technology Organization. DSS will move forward with the mainframe migration implementation. DSS shall report to the Board with information on alternative financing options. The Board may choose different financing sources than those currently budgeted.
Facilities Issues	The Facilities Priority Committee will schedule a worksession with the Board to examine current Asset Preservation Policy and Fund. The worksession agenda should include definition of asset preservation, deferred maintenance

Board Budget Notes

and capital improvement projects. The Board would also like information on the history of Asset Preservation, fund status, unfunded projects and descriptive information.

Facilities to schedule a worksession with the Board to provide a briefing regarding the status of the downtown Courthouse project. Additionally, the Board would also like to be briefed on the status, options and funding implications of the Gresham Temporary Court space. When and if the Board approves funding for Gresham Temporary Court space, it will come from the Capital Program for FY 2002.

Budget Office will recommend a threshold dollar value with respect to the use of Asset Preservation Emergency appropriation and when it should be reported back to the Board.

The follow proposed amendments/items will be brought back for the Boards consideration during the summer:

- 02-dscd-pa-04 Sheriff's move to Yeon;
Yeon Building Repairs & Maintenance Project
(\$2,000,000)
- 02-dscd-pa-04 Multnomah Building 5th Floor Remodel (\$492,000)
- 02-dscd-pa-04 Multnomah Building Green Roof Design (\$49,700)
and Construction (\$282,000)
- Master Plan Delay pending further consideration
- Develop Charter River Patrol Building on the Columbia River

FY 2001 Departmental Spending Target

The Budget Office will review year end balances in August to report on whether departments were successful in meeting their 96% expenditure targets. If the overall General Fund Beginning balance is less than budgeted and a department did not meet its spending target, the Budget Office will return with recommendations that departments carryover amendments be revisited as potential cuts.

Flash Money

The County understands that, on occasion, the use of large sums of money known as "flash money" is a necessary element to the successful investigation of drug, property, and other types of crimes by the Sheriff's Office. In order to further an investigation, the use of flash money is an important tool to the infiltration of the criminal enterprise and in gaining the acceptance and confidence of an alleged criminal. The County also understands that there is a risk of loss when flash money is used during these types of investigations. The County acknowledges the sum of \$100,000 as an acceptable risk when using flash money in a criminal investigation.

Board Budget Notes

Contingency Requests

In addition to requests that meet normal criteria for transfer, the Board will consider requests for transfers from the General Fund Contingency account during FY 2002 for the following purposes.

Additional information for some of these contingency requests can be found in the budget note section.

- **Court Day Care:** The Board will consider providing a one time only match to the State and/or private business or non profit groups interested in providing operating funds for a court day care facility (\$25,000)
- **Single Access Point Homeless Shelter:** The Board will consider a contingency funding request for a single access point into the homeless families system as provided in the Homeless Families Plan. The Board recognizes that this service is ongoing in nature and ongoing funding would have to be provided within the County's financial constraints for future fiscal years.
- **CARES Child Care Grant:** The Board will consider one time only contingency funding as grant match for potential new state child care funds.
- **Sexual Minority Youth:** The Board will provide \$50,000 of contingency funding for sexual minority youth services that were cut. The ongoing funds have been budgeted in the General Fund Contingency pending the Department of Community and Family Services providing a plan to the Board describing how the funds will be spent. Return to the Board by August 1, 2001.
- **Housing Program Strategic Planning & Program Development:** The Board will consider one time only contingency funding request to pay for professional services to DSCD's housing program to support a joint County/cities/non-profit housing task force (\$25,000).
- **OCHIN Transition:** The Board will consider a one-time only contingency funding request for professional services for the OCHIN transition (\$30,215). Health Department to provide additional information
- **Courthouse Planning:** The Board will consider a one-time-only contingency funding for planning related services for the Courthouse, up to \$250,000. Staff will return to the Board for a briefing on this issue and more detailed information regarding the funding request.
- **Teen Parent Network Coordination:** The Board will consider a one-time-only contingency request for \$15,300 pending additional information about the program.
- **Civil Rights Ordinance Enforcement:** The Board may appropriate up to \$25,000 for enforcement of the County's Civil Rights Ordinance.
- **Potential Capital Projects:** The Board has reserved \$718,000 in General Fund Contingency for potential Capital Improvement Projects. The Board will consider providing one-time funding from this source during FY 2002 if the Department of Sustainable Community Development presents a spending plan supporting a strategic capital investment .

Budget Manager's Message

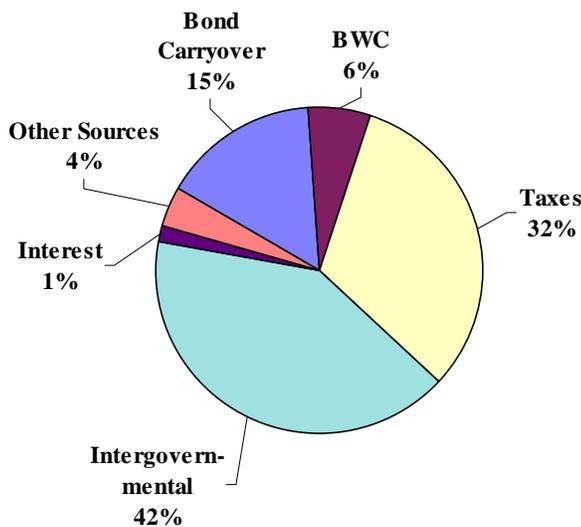
Budget Manager's Message

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

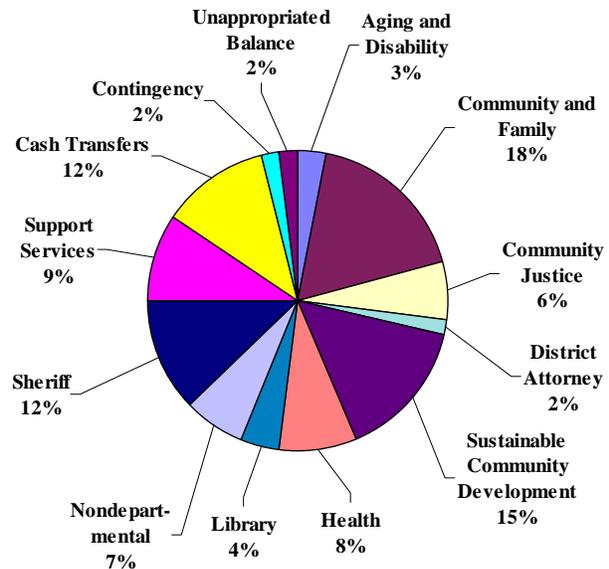
Starting with the basic numbers:

- Total direct revenues (the money actually available to the County for spending) \$885,194,077.
- Total departmental expenditure (including \$154 million of payments from one fund to another and therefore double counted), \$991,915,130.
- Total Contingency accounts and Reserves, \$47,160,870.
- The following graphs show the major revenue sources and the distribution of expenditures among departments.

FY 2002 Direct Revenues, All Funds



FY 2002 Requirements, All Funds



The direct revenues in the FY 2002 budget total \$885.2 million for all funds. This is \$5.6 million more than the FY 2001 budgeted amount of \$879.6 million.

General Fund and Levy Fund Expenditures

Many of the revenues managed by the County come from other governments (about \$290 million), or have strict limitations as to how they can be used (bond revenues, gas tax revenues, etc.). Locally generated revenues, however, over which the Board of Commissioners has discretion, also grew from FY 2001. The following table shows how local spending changes between the two years.

Budget Manager's Message

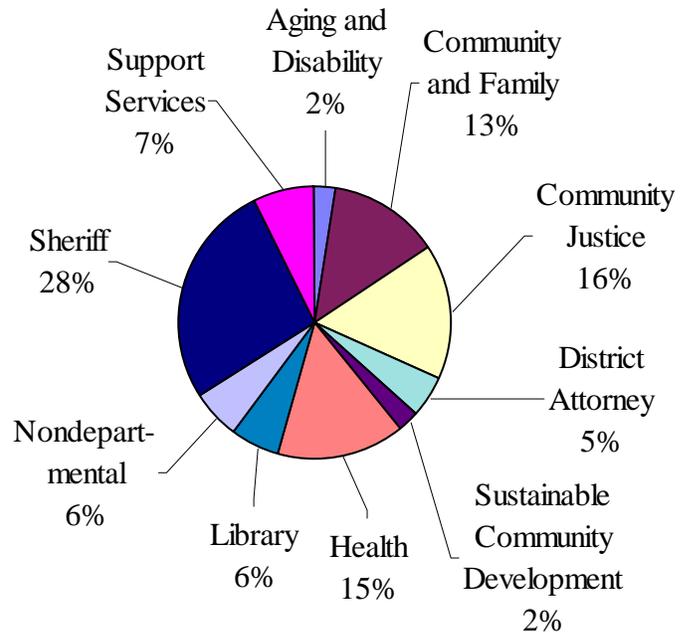
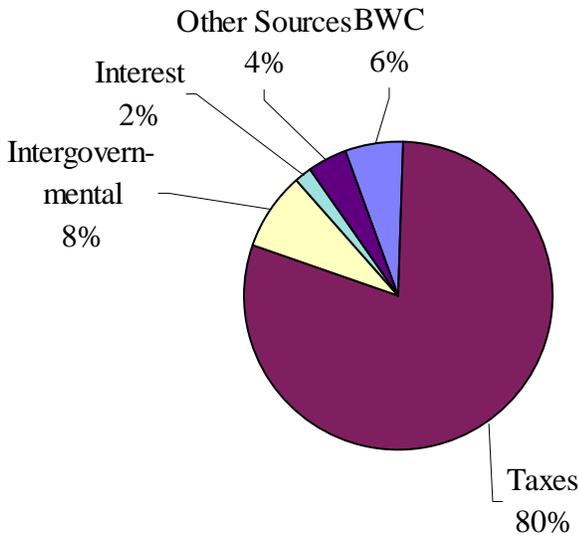
General Comparison	FY 2001	FY 2002	Difference	Percent Change
General Fund Expenditure	306,367,000	291,295,710	(15,071,290)	
Library Fund Expenditure	43,410,237	44,751,511	1,341,274	
Public Safety Levy Fund Expenditure	45,167,628	37,875,072	(7,292,556)	
Total	\$394,944,865	\$373,922,293	(\$21,022,572)	-5.3%

General Fund Spending and Revenues

The basic numbers for the General Fund are:

- Total direct General Fund revenues, \$283,631,594.
- Total departmental expenditure (including cash transfers to other funds), \$291,295,710.
- Total Contingency accounts and Reserves, \$9,734,798.
- The following pie charts show the major revenue sources and the distribution of expenditures among departments.

FY 2002 Direct Revenues General Fund	FY 2002 Expenditures Transfers, General Fund
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Budget Manager's Message

Discretionary Revenues

Multnomah County property taxes are levied under the constitutional provisions established by Measure 50 in June 1997. This section is a summary of some crucial factors in the current tax system.

Assessed value of real property is the dollar amount on which taxes are collected – the taxable value. Real market value is what the property could be sold for. In Oregon, Measure 50 disconnected assessed value of properties from their market value. Assessed value is now the *lowest* amount of the following:

- The property's July 1, 1995 assessed value minus 10 percent plus 3 percent annually, or
- The property's July 1, 1998 assessed value plus 3 percent, or
- The property's real market value.

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

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

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

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

Permanent Tax Rate

The combination of assessed value and the permanent tax rate will produce \$161.6 million in property tax revenue for the operation of County programs.

Measure 50 authorizes governments to collect a tax rate, in perpetuity. This *permanent tax rate*, established retroactively effective July 1, 1997, combined all the authorized taxes for operations that each government had as of July 1, 1997, reduced that levying authority to provide a tax reduction to taxpayers, and converted the reduced authority into a permanent tax rate.

Multnomah County's permanent tax rate is \$4.3434. That is, the County is authorized to collect \$4.3434 for every thousand dollars of *assessed value* of every property in the county, every year. Because the permanent tax rate replaced a tax base and two serial levies as of July 1, 1997, the County segregates the revenue it produces into three "pots." The bulk of the revenue (69.7%) is used for general purposes as the tax base was under the previous system. The revenue from the two "fossil levies" is spent on library services (10.4%) and public safety (19.9%) as though the serial levies continued. This is not a legal requirement. It is a policy direction.

Budget Manager's Message

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

- For the overwhelming majority of properties, it will grow 3 percent per year;
- For properties that have new construction, it will grow more than 3 percent.

The FY 2000 Budget assumes overall growth in assessed value of 4.0%. We expect additional new value worth approximately \$3.5 billion to be added to the tax roll in addition to the general 3% increase.

Compression

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

Of the County's compression loss, \$3.8 million came from the \$24 million Library levy. This is roughly the same as the \$4.7 million Portland lost from its \$211 million permanent tax rate levy.

No property owner is subject to taxes in excess of \$10 per thousand of *real market value* for local government operations. (This factor in Measure 50 still requires the County to maintain records of real market value of property even though the taxable value, the assessed value, is computed independently of what the property can be sold for.) The taxable value of property and its real market value are disconnected. Therefore, it is possible for one property to have local government taxes that work out to less than \$10 per thousand while the same taxes on the property next to it must be compressed.

How? Two computations are required. First, the tax rates for the various overlapping governments are applied to the *assessed value* of the properties. That produces a tax amount for each property. Then that tax amount is divided by the *real market value* of each property. If the local government tax amount for a property totals more than \$10 per thousand of *real market value*, then the taxes on that property are reduced to \$10/\$1,000 of real market value.

Compression means that revenues will be lower than the amount of taxes levied. To estimate how much lower is a very complex process; every property must be computed individually. Moreover, if taxes are compressed on a property, there is a hierarchy to property taxes that causes the reduction to decrease revenue differently for different kinds of tax levies. Levies for debt are not compressed. Permanent tax rates are affected by compression before levies for debt but are not reduced until all local option levies are reduced to zero on a property. Local option levies are compressed to zero on a property before any other taxes are affected.

Compression means that revenues will be lower than the amount of taxes levied.

There is only one local option levy in place in Multnomah County for local governments and it is the County Library Levy. In FY 2001 the total reduction in local government property taxes from compression was \$11.8 million countywide. Of that total, the County lost \$6.9 million. Of the County's loss more than half, \$3.8 million came from the \$24 million Library levy. This is not materially different the loss to Portland from its \$211 million permanent tax rate levy (\$4.7 million of compression loss).

Budget Manager's Message

Business Income Tax

The following table highlights collections for both the “regular” BIT and the temporary surcharge since the City of Portland Business License Tax and County Business Income Tax codes were consolidated.

The County's second largest revenue source is the Business Income Tax (BIT). The County has collected this tax since 1976. Since 1993, the rate has been constant (1.45% of net business income) except for a temporary increase of 0.50% for tax year 1998.

	Regular BIT @ 1.45%	Surcharge @ .50%	Total
FY 93-94	22,911,579		22,911,579
FY 94-95	27,048,000		27,048,000
FY 95-96	30,040,000		30,040,000
FY 96-97	33,255,000		33,255,000
FY 97-98	32,524,000		32,524,000
FY 98-99	36,592,898	4,310,988	40,903,886
FY 99-00	34,152,396	5,781,104	39,933,500

As the data indicates, revenue from the 1.45% BIT has declined in two of the past three years. This pattern is not unprecedented – in fact, collections over the past four years closely mirror the period from FY 1981 through FY 1984 – and it is a factor that is taken into consideration when making budgetary forecasts.

However, the budget for FY 2000 assumed the 1.45% BIT would produce \$38.5 million. The Budget for FY 2001 assumed it would bring in \$42.6 million. The difference between the estimates and the actual for last year has caused us to project a much lower revenue from this source for both FY 2001 (where we now assume \$36 million of revenue) and to adjust next year's estimate to \$37.2 million.

It has been difficult to determine why the actual revenue declined between FY 1999 and FY 2000. The best explanation offered seems to be that a portion of the reduction (as much as \$1.7 million) resulted from mergers and acquisitions. Changes of that kind may reduce income that is taxable by Multnomah County. It is also possible that as much as \$850,000 of the reduction came from a slowing economy.

Transient Lodging Tax and Motor Vehicle Rental Tax

The County imposes a Transient Lodging Tax (a tax on hotel and motel occupancy) and a Motor Vehicle Rental Tax. The Transient Lodging Tax is basically transferred to Metro for operational costs of the Convention Center.

The Motor Vehicle Rental Tax is both a general revenue used in the General Fund for County services, and a support of the Convention Center

Metro proposed to the voters in 1998 a regional general obligation bond to expand the Convention Center. The proposal was defeated. In 1999 the County increased the rates of both the Transient Lodging Tax and the Motor Vehicle Rental Tax and dedicated the proceeds to Metro so that a reduced expansion of the Convention Center could occur. The Special Excise Taxes Fund includes \$15.7 million from these sources, transferred to Metro.

Budget Manager's Message

Fund Balances

Fund balances are one way to measure an organization's financial health. The total budgeted beginning balance for FY 2002 is \$191.1 million, down \$33.1 million from the FY 2001 budgeted estimate.

The greatest part of this reduction had an expected and normal cause: the beginning balances in capital funds based on bond receipts and other borrowing fell from \$159.3 million to \$132.8 million. Eventually, these balances will be totally depleted unless the County issues additional debt.

However, the General Fund and the Public Safety Levy Fund contain the unrestricted balances available to the County for discretionary spending. That amount declines \$8.8 million, from the FY 2001 estimate of \$29.6 million to \$20.8 million for FY 2002. While this is largely the result of the unexpected shortfall in the BIT (see above), in the context of the last five years, this is a cause of concern.

Beginning Balance			
<u>Fiscal Year</u>	<u>General Fund</u>	<u>Public Safety Fund (1)</u>	<u>Total Fund Balance</u>
2002 *	19,995,165 *	810,000 *	20,805,165 *
2001	14,292,000	7,250,000	21,542,000
2000	17,074,000	15,385,000	32,459,000
1999	25,873,000	16,450,000	42,323,000
1998	23,299,000	8,325,000	31,624,000
* Budgeted: all other years are actual			

The very sizable balances for FY 1999 and FY 2000 were the result of delayed startup of levy funded programs.

Note that the budgeted FY 2001 beginning balance was \$8.1 million greater than the actual beginning balance. Most of the spending decisions behind the FY 2002 budget were driven by the need to bring expenditures into line with the ongoing revenue stream. However, it is the Board's policy to have a five percent reserve in the General Fund – roughly \$11 million more than the estimated reserve for FY 2002. The County had been making progress toward that five percent target through annual contributions. Now much of the reserve has been depleted. To restore it will require disciplined spending for the foreseeable future.

However, it must be understood that the very sizable balances for FY 1999 and FY 2000 were the result of delayed startup of levy funded programs. Those balances artificially inflated the apparent unrestricted amounts available. The situation is serious, but not as bad as the table alone would indicate.

Budget Manager's Message

Expenditures in FY 2002

The FY 2002 budget process was profoundly affected by the changed expectations of Business Income Tax revenue. It was also driven by losses of State funding in strategic areas such as services to the elderly and gang-affected youth.

Without BIT growth at the level forecast in 1999 for the FY 2000 budget, the County's ongoing expenditures at the FY 2001 budgeted level were about \$20 million higher the ongoing revenue stream can support. The budget process started with a request that all departments submit budgets 7% below their FY 2001 service level. In some cases departments found revenue opportunities to offset the requested cuts.

Federal Financial Participation

All Americans who meet certain income standards are entitled to social service support from the Federal government. Last year, the State began a more aggressive approach toward funding social services where Federal reimbursements are available to match State and local funding.

Oregon's rate of Federal support received has been very low; the state ranked 47th out of 50 states in per capita receipts.

The County has a long-term record of working with the State to recover Federal reimbursements. Federal support through the State is the primary funding mechanism for Aging and Disability Services and a major source in the Health Department. In FY 2000 and FY 2001, the Health Department received \$9.6 million of retroactive reimbursement from the Federal government. In the FY 2002 budget the following *additional* reimbursements are anticipated from this more aggressive State position:

Community and Family Services	\$1.7 million
Health Department	\$5.6 million

Lease Jail Beds to the Federal Government

Here again, the County has considerable experience with supporting the corrections system by leasing beds to the Federal government. The Sheriff has negotiated an increase in the daily charge for using a bed in a County jail from the \$89.90 per day originally set in 1989 to \$115.90 per day. In addition, with the help of the District Attorney and Community Corrections, the Sheriff believes he can count on having 70 empty beds to lease to the Immigration and Naturalization Service (INS) and the Federal Marshal next year. The following revenues allowed the Sheriff to avoid an equivalent amount of cuts.

Increased revenue from higher rate	\$0.7 million
Lease 70 additional beds	\$2.9 million

However, in adopting the budget the Board insisted that a hedge be identified against failure of this revenue. For 2001-02, the General Fund beginning balance is expected to exceed budgeted estimates, in part because of aggressive underspending efforts by the Sheriff's Office. This unbudgeted beginning balance will be retained as an offset against lower than budgeted revenues from leasing jail beds to the Federal government.

Budget Manager's Message

Pay to Stay

The Sheriff is authorized by State law to charge convicted inmates up to \$60 per day for room and board during their incarceration in County jails. The Sheriff's Office has been imposing a \$15 per day charge to inmates of the Multnomah County Restitution Center. Increasing the rate there and charging inmates in other facilities is expected to produce an additional \$1 million in FY 2002. This revenue allowed the Sheriff to avoid an equivalent amount of cuts.

The Board requested review of this revenue source on an ongoing basis to learn early in the year if reliance on these revenues was unrealistic.

Animal Control

Animal Control will be increasing fees (primarily the fee for adopting animals) and will contract with a collection agency to handle outstanding fees/fines, Potential Dangerous Dog Program fines, livestock violations, etc. These efforts are expected to increase revenue to the program approximately \$176,000 and allow Animal Control to avoid an equivalent amount of cuts.

Building Maintenance by the Sheriff

This program saves the General Fund about \$335,000.

As a way of reducing the overall cost of maintaining County facilities, the Proposed Budget was based on the Facilities and Property Management Division and the Sheriff developing a program of landscaping and janitorial work carried out by inmates rather than contracting with private service vendors. This program was estimated to provide the General Fund with an additional \$1 million in FY 2002 and that revenue was directed toward offsetting cuts in the District Attorney and Community Justice programs. In adopting the budget, the Board scaled this effort back considerably, minimizing the impact on living-wage jobs in the janitorial field. The Sheriff and Facilities produced a plan to do janitorial and plumbing work in jails, power washing of windows on County facilities, and landscaping around County facilities.

Capital Expenditures

The Willamette River Bridge estimated shortfall over the next twenty years is \$214 million. The shortfall in County Buildings is estimated at twice that amount.

Despite all the reductions and search for additional revenue sources, capital expenditures have proceeded on course. No significant reductions were made in the level of capital funding. On the one hand, this is a positive sign. On the other hand, we know that Multnomah County faces serious unfunded construction liabilities.

The Department of Sustainable Community Development has proposed spending \$700,000 for the first year of planning for facilities needs (the Board is still considering this amount at the time of budget adoption) and the Board is also considering a transfer from General Fund Contingency for studying ways to replace or renovate the County Courthouse. These studies will enable the Board to develop funding strategies to confront the shortfalls.

More immediately, the Board has approved migrating all software applications from the County's IBM mainframe computer. This project will take three years to complete. When the applications are finally moved, the County will save \$1.4 to \$1.8 million of operational costs annually.

Strategic Benchmarks

Benchmarks Guide Multnomah County's Strategic Planning and Budget Decisions

Five long term goals guided decisions for this budget:

Early Childhood: Readiness to Learn

- Children who are born in high-risk family situations should be screened and assessed. Their families should be provided assistance in their childrens' formative years.

School Success

- SUN schools will spread and be an organizing focus for the provision of school based services. The School Attendance Initiative will continue to help students return to schools. Schools will need to do more to make their structure and curriculum appropriate for all students.

Access to Health and Mental Health Services

- All citizens should have access to basic health, mental health and supportive services to enable them to live productive lives in their community, to the extent possible.

Poverty

- Families in poverty should be helped with resources to alleviate their suffering and, when possible, provided with tools to get out of poverty.

Public Safety

- Our public safety focus continues to be on offenders who pose continuing dangers of committing serious person to person crimes and are returning to the community from incarceration with few resources to support a non-criminal life style. Individuals who do not pose a substantial danger to the community should be channeled into sanctions and treatment services which have been shown to help end recidivism. Juvenile offenders and their families should be provided every opportunity to become contributing members to their community.

Success in achieving these and other social goals is measured by Benchmarks—a set of social indicators that is monitored at the State and local levels by the: **Portland Multnomah Progress Board** (<http://www.p-m-benchmarks.org/tblcnts.html>) and by the **State of Oregon Progress Board** (<http://www.econ.state.or.us/opb/>).

In addition, Multnomah County has developed an internationally recognized performance measurement and program evaluation system to measure results of programs and to ensure that taxpayer dollars are well spent. The following web site contains many of those studies (<http://www.co.multnomah.or.us/budget/eru/index.html>). Other web sites with evaluation findings are referenced in following pages.

Strategic Benchmarks

Early Childhood: Readiness to Learn

A review of research by the Rand Corporation found that early interventions targeted at disadvantaged children and their families improved their cognitive and emotional development, education, economic well being, and health. It also found that every \$1 invested in effective early childhood programs can yield long-term savings of \$2 to \$4. It is clear that early help for young children to head off future problems is more cost-effective than waiting until problems develop as at-risk children mature.

A 1998 study by the Portland Multnomah Progress Board found that approximately \$102 million is spent annually in the County for children age 0-5, mostly from federal sources but also from State of Oregon, Multnomah County, City of Portland, school districts, and community based organizations. Forty percent of this funding (approximately \$39 million) is for health and nutrition services, much of which is provided through the County Health Department. An additional 8% is for parent child development services through Community and Family Service Centers run by the Department of Community & Family Services, home visits by County Health nurses, and services to teen parents. Complementing these health-based programs with promotion of early literacy is critical. The Library continues to build programs to help children "learn to read so that they can read to learn." Along with good health, and the readiness to learn, literacy is a crucial predictor of educational success and reduced risk of poverty.

Early Childhood Development Strategies

“A strong society can’t endure atop a base of weak families. Oregon has no more vital task than helping to build stable, nurturing families.”

*Robert Landauer,
The Oregonian*

- Home visits for new births
- Behavioral health
- Parenting
- Child development
- Child care
- Health care
- Housing
- Hotlines



Early Childhood Development

**\$102 million total funds
(from all sources including
State of Oregon, Multnomah
County, cities, school
districts, and community
based organizations ***

* from Children’s Readiness to Learn: Strategies for Improvement, 1998
Portland: Multnomah Progress Board

Strategic Benchmarks

Multnomah County is well prepared to begin implementing the Oregon Children's Plan recently approved by the State Legislature. Local work will focus on filling identified gaps that have been identified in the resource continuum.

The State Benchmark shows that in 2000 67% of Oregon children entered school ready-to-learn on all dimensions; this is up from 58% in 1997. For details see the following web site:

<http://www.econ.state.or.us/opb/2001report/ch3.PDF>

Results are similar at the local level. Multnomah County's score rose from an overall readiness of 66% in 2000, up from 60% in 1997.

For details see: <http://www.p-m-benchmarks.org/25.html>

Beginning in winter of 1999 County Commissioner Lisa Naito took the lead on the early childhood issue. The Multnomah County Early Childhood Workgroup was established at her request. The group has met regularly to review current County government funded services to young children and their families. It developed recommendations regarding how these resources could be better coordinated, better integrated, and what services might be added if additional funding becomes available.

Follow-up work has included a draft *Early Childhood Vision, Goals & Strategies Framework*, developed by Portland Commissioner Dan Saltzman, Gresham Mayor Charles Becker and County Commissioner Naito. These accomplishments mark the beginnings of a more coordinated approach to filling local needs.

Because of this groundbreaking work, Multnomah County is well prepared to begin implementing the Oregon Children's Plan recently approved by the State Legislature. Local work will focus on filling identified gaps that have been identified in the resource continuum.

More information is available at the following web site:

<http://www.co.multnomah.or.us/cc/ds3/issues/childhood.html>

School Success

Collectively, Multnomah County spends approximately \$86 million dollars annually--9% of its total budget--on programs for children. While the County does not run the schools, children cannot learn if they are stunted by conditions in which they cannot thrive. Impoverished home environment, poor parenting, lack of health care, lack of adequate housing, abuse or domestic violence, among other factors decrease the ability of children to learn and succeed. Multnomah County can and does make a difference in all of these areas. In this manner it contributes to ensuring that all children have an equal opportunity to succeed.

While the Early Childhood Plan focuses on childrens' early years from a health and family perspective, initiatives like Schools Uniting Neighborhood (SUN) work with schools, families and neighborhoods to improve school success directly. SUN was begun in 1999 as a partnership of city, county, state and school districts. Multnomah County's Department of Community and Family Services acts as the managing partner for SUN.

Strategic Benchmarks

Strategies

School Success Strategies

- Early childhood development
- Youth investment programs
- Library programs for children
- Delinquency prevention
- Health care for children
- Mental health care for children
- Juvenile Justice programs
- School Attendance Initiative
- SUN Schools
- Turnaround School
- Domestic violence programs
- Take the Time Campaign (youth asset survey, mini-grants and collaboration grants)

Educational success also means asset building for each student.



SUN Schools

One of the most consistent findings of local, state and national studies on the status of the educational system is its fragmentation. SUN is starting its second year of implementation and there are already measurable increases in collaboration. For more on SUN schools, see: <http://www.sunschools.org>

School Attendance Initiative

Another major continuing County initiative that seeks to increase educational success is the School Attendance (SAI) Initiative now in its third year. SAI evaluations report increased attendance among previously chronically absent students and are currently assessing increases in academic achievement for these at-risk students.

Asset-Based Development

For the past few years, Multnomah County has adopted an asset-based approach toward child and youth development. Take The Time sponsors and supports a wide variety of activities at many Multnomah County schools to engage parents, students and the community. For example, there have been over 350 grants for mini projects, as well as numerous workshops and planning activities for both adults and children. For more on Take The Time see: <http://www.takethetime.org/>

School to Career

Multnomah County's School to Career initiative is in its second year and has now arranged 27 internships for high school students to learn by working at Multnomah County. The goal is 100 internships by the end of this year. For more about School to Career see: <http://www.co.multnomah.or.us/schooltocareer/about.html>

Strategic Benchmarks

Access to Health and Mental Health Services

One way or another, society pays when its citizens do not have timely access to health care. We can pay through increased emergency room use by the uninsured, which passes through to higher health care bills for us all. We can pay by homeless mentally ill and persons addicted to substances in our streets. We can pay by shattered lives and lost productivity.

The State of Oregon has made groundbreaking efforts to head off these consequences by increasing access to appropriate health care through the Oregon Health Plan. The Oregon Population Survey measured Oregon's statewide-uninsured population at 18% in 1992. In 1994 the Oregon Health Plan (OHP) began and extended health care coverage to 300,000 additional poverty level families. Since that time, the statewide percent uninsured has decreased to a 2000 low of 10%, just one percentage point short of the target. For additional details see:

<http://www.econ.state.or.us/opb/2001report/ch5.PDF>

One way or another, society pays when its citizens do not have timely access to health care.

Community Health Services

HEALTH DEPARTMENT

• Medical & dental services

- in County clinics
- in jails and juvenile detention
- at home to high risk families
- in schools

• Health education

• Communicable disease control

• Screen & refer for health care eligibility

• Oversee County ambulance service

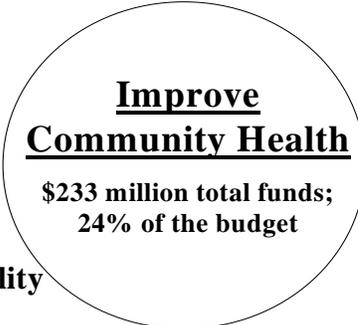
• Restaurant, swimming pool, school & care facility inspection

BEHAVIORAL HEALTH

• Mental Health

• Alcohol & Drug Treatment

• Gambling treatment



Improve Community Health

\$233 million total funds;
24% of the budget

Health Care Coverage

Although the 1998 Oregon Population Survey showed that nearly 90% of Multnomah County residents had some type of health care coverage this still leaves approximately 14,900 children ages 19 and under and 12,750 young adults who do not have coverage. And many health care providers are increasingly reluctant to accept OHP clients.

Strategic Benchmarks

County-Provided Health and Mental Health Services

In order to ensure that all persons in Multnomah County who need medical care receive it, the Health Department:

- Provides primary health care services for 90,500 users of medical and dental services at primary care centers, dental clinics, school based health centers, and county run correctional facilities;
- Provides home visits to high-risk families, offering child abuse prevention, parenting skills training, and health education;
- Prevents and treats communicable diseases such as tuberculosis, sexually transmitted diseases, hepatitis, and HIV;
- Advocates for improved health of the community, particularly the medically underserved and disenfranchised.

The Health Department promotes and protects the health of all County residents.

In addition, the Health Department promotes and protects the health of all county residents. The Health Department:

- Investigates and controls spread of communicable diseases;
- Provides mosquito and rat population control;
- Inspects and regulates certain businesses, such as restaurants, and ancillary health care services, such as ambulance services;
- Provides health education

The Health Department has an excellent program evaluation capacity that tracks a variety of community health indicators. A complete copy of the report, The Health of Multnomah County 2000, is available online at: <http://www.co.multnomah.or.us/health/profile/>.

The Department of Community & Family Services provides services that improve the emotional and psychological wellness of adults, adolescents, and children.

In addition, to Health Department programs, the Department of Community and Family Services/Behavioral Health Division provides services that seek to improve the emotional and psychological functioning of adults, adolescents, and children with mental illness and emotional and addictive disorders. (See <http://www.co.multnomah.or.us/dcf/bh/index.html>).

The Division provides:

- Alcohol and drug services
- Gambling addiction treatment
- Child and adolescent treatment
- Community mental health programs
- Regional Drug Initiative (RDI)
- Involuntary commitment program

The Managed Care Division of the Department of Community and Family Services, under its Mental Health Organization (Verity Integrated Behavioral Healthcare Services) manages the Oregon Health Plan mental health benefits and assures system accountability. A Re-Design Initiative has been started to ensure total system integration and accountability.

Strategic Benchmarks

Poverty

Multnomah County provides a range of programs to assist poor families. Some of these programs are designed for families below federal poverty level and have income testing. Some of them are open to all Multnomah County residents but the majority of the users are very poor or working poor families. Many of these programs are offered through the Department of Community and Family Services, Division of Community Programs and Partnerships (see: <http://www.co.multnomah.or.us/dcfs/cpp/index.html>). Programs that serve primarily the poor also include the health care programs previously mentioned, developmental disability services offered by the Department of Community and Family Services, as well as services offered by the Department of Aging and Disability Services (see: <http://www.co.multnomah.or.us/dcfs/dd/index.html> and <http://www.co.multnomah.or.us/ads/index.html>

Multnomah County provides a range of programs to assist poor families.

Programs that Primarily Serve the Poor

- Community & Family Service Centers
- Community Action programs
- Mental health
- Most County provided alcohol & drug treatment
- Developmental Disability Services
- Aging & Disability Services
- Provide health care
- Teen pregnancy programs
- Programs which supervise criminal justice offenders & teach job skills
- Strategic Investment Program-- workforce development

Reduce Poverty and its Effects

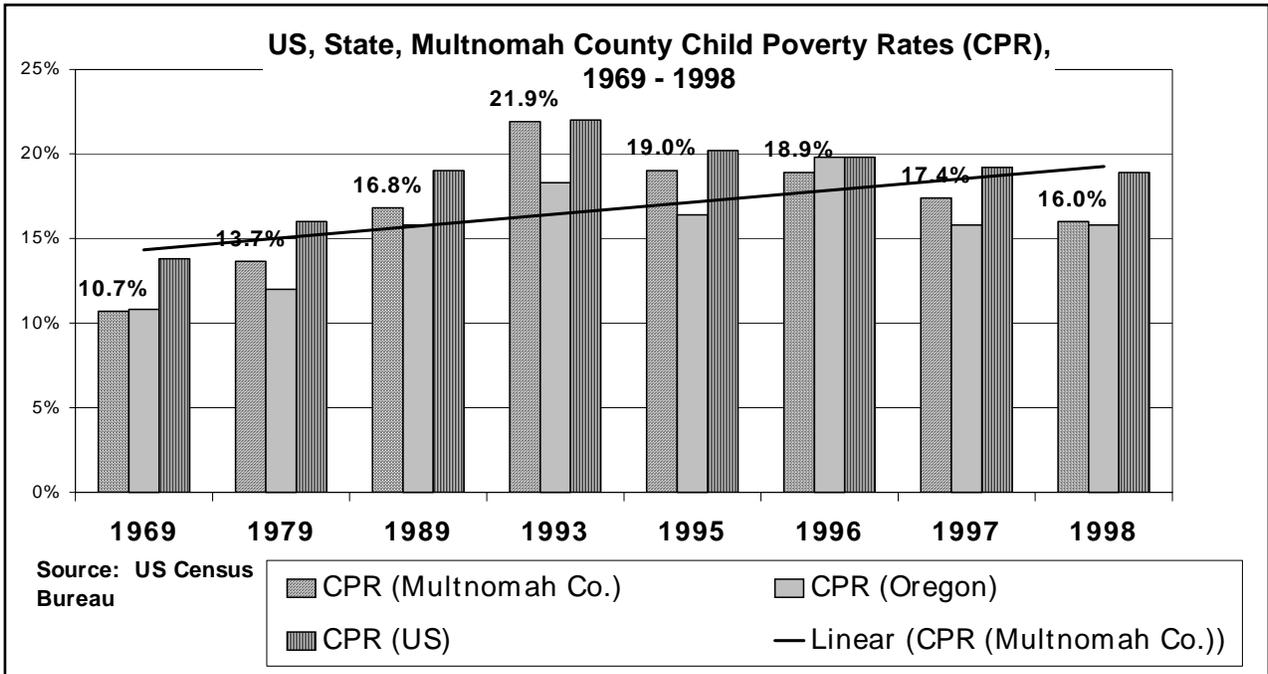
\$330 million total funds;
33% of the budget

Despite substantial County expenditure, the rate of child poverty has increased since 1969.

The County has been especially concerned with the rate of child poverty and with homeless children. There is general agreement that economically disadvantaged children are in ‘double jeopardy:’ not only are they exposed more frequently to health risks, family stress, inadequate social support, and parental depression, they also experience more serious consequences of these risks than children from more economically stable families.

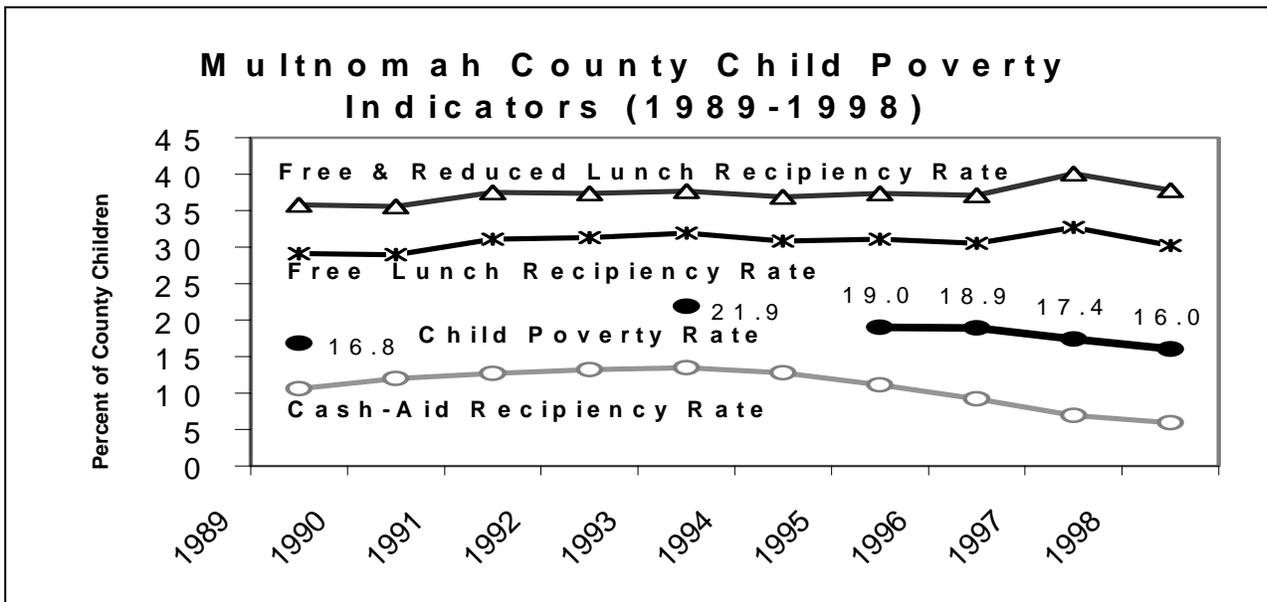
While the rate of child poverty has been dropping since 1993 (21.9% to 16.0%) there has been an increase in child poverty overall since 1969 (10.7% to 16%). This 30-year Multnomah County trend parallels state and national trends. These trends are the average for the entire population; for specific subsets of the population (e.g. different racial groups, different family groupings) the trends may be different.

Strategic Benchmarks



Child Poverty Rates in Multnomah County

According to the unofficial figures from the American Community Survey, child poverty dropped in Multnomah County (as in the state and the nation last year) to 15.8% or an estimated 22,395 children. By summer 2001 the official figures from the 2000 census will be available. It is likely that those official figures will confirm that poverty has decreased in the last ten years. However, lower official poverty figures still contrast with other child poverty indicators. For example, the percent of children that receive free or reduced student lunches has not declined.



Strategic Benchmarks

Multnomah County continues to learn from national research.

In the last year, there have been several major publications about national results from different initiatives to reduce poverty.

- Beeferman and Venner (April 2001) from the Center on Hunger and Poverty emphasize the value of asset-development for poor families.
- Bennett and Lu (April 2001) of the National Center for Children in Poverty write of the power of a state refundable earned income tax credit to reduce poverty, similar to the national program.
- Neumark and Adams (2000) of the National Bureau of Economic Research working paper concludes that "living wage ordinances may help to achieve modest reductions in urban poverty."
- Carnevale and Reich's (2000) of Educational Testing Services analyzed welfare to work success stories to demonstrate how targeted education and training with assistance in needed supports like health care and children can make work really pay.

These national best practices guide our local strategies.

Many of Multnomah County's efforts to reduce poverty are in agreement with these best practices. We have funded local efforts to create individual development matched savings accounts; currently have outreach efforts on the federal Earned Income Credit; are considering inclusion of all future mental health procurements in the living wage program; and have several programs to help people learn skills, work or obtain education and training.

However, it is also clear that the County dollars in these asset building, and self sufficiency programs outlined above are minimal compared to the dollars that we spend for alleviation services. The majority of our spending for adults is on alleviating the consequences of current poverty and hopefully preventing future poverty for children.

The poor face an uncertain future.

A slowing economy, looming welfare reform limitations on lifetime benefits, growing lack of affordable housing, and escalating health and energy costs all challenge poor families. Fiscal limitations facing the State of Oregon and Multnomah County limit our local ability to respond. After a decade of relative prosperity and progress in reducing some indicators of poverty the state of the poor is in many ways more uncertain than ever.

Strategic Benchmarks

Public Safety

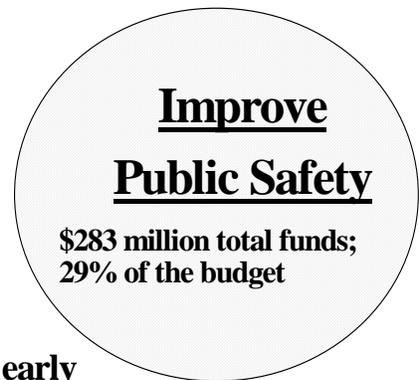
Multnomah County operates the District Attorney’s Office, the Sheriff’s Office, and the Department of Community Justice, which supervises both adult and juvenile offenders. Cities are responsible for most of the policing, with the exception of enforcement responsibility that the Sheriff has for unincorporated areas. The Sheriff also operates the County jails that serve all police departments in Multnomah County. Other County functions that can be considered public safety are abuse investigations for the elderly and disabled, alcohol and drug treatment service--the majority of which are used by persons who have some involvement with the criminal justice system, and crime prevention programs for youth. The Local Public Safety Coordinating Council coordinates this system of law enforcement.
(See <http://www.lpscc.org>).

Over half of Multnomah County’s locally generated revenue supports public safety.

Because the system is so heavily dependent upon locally generated funds--over half of locally generated revenue supports public safety--the local budget shortfall has had a disproportionate impact upon these functions. The local shortfall has been exacerbated by State cutbacks. During FY2002 Multnomah County will spend about \$283 million on this public safety system, considerably less than the \$296 million spent last year. The Sheriff’s Office plans to offset further cuts by an aggressive revenue policy.

Public Safety Programs

- District Attorney**
- Dept. of Community Justice**
- Sheriff’s Office**
- Protective services functions**
- Most County provided alcohol & drug treatment**
- Domestic violence programs**
- Prevention programs including early childhood development & youth intervention programs**

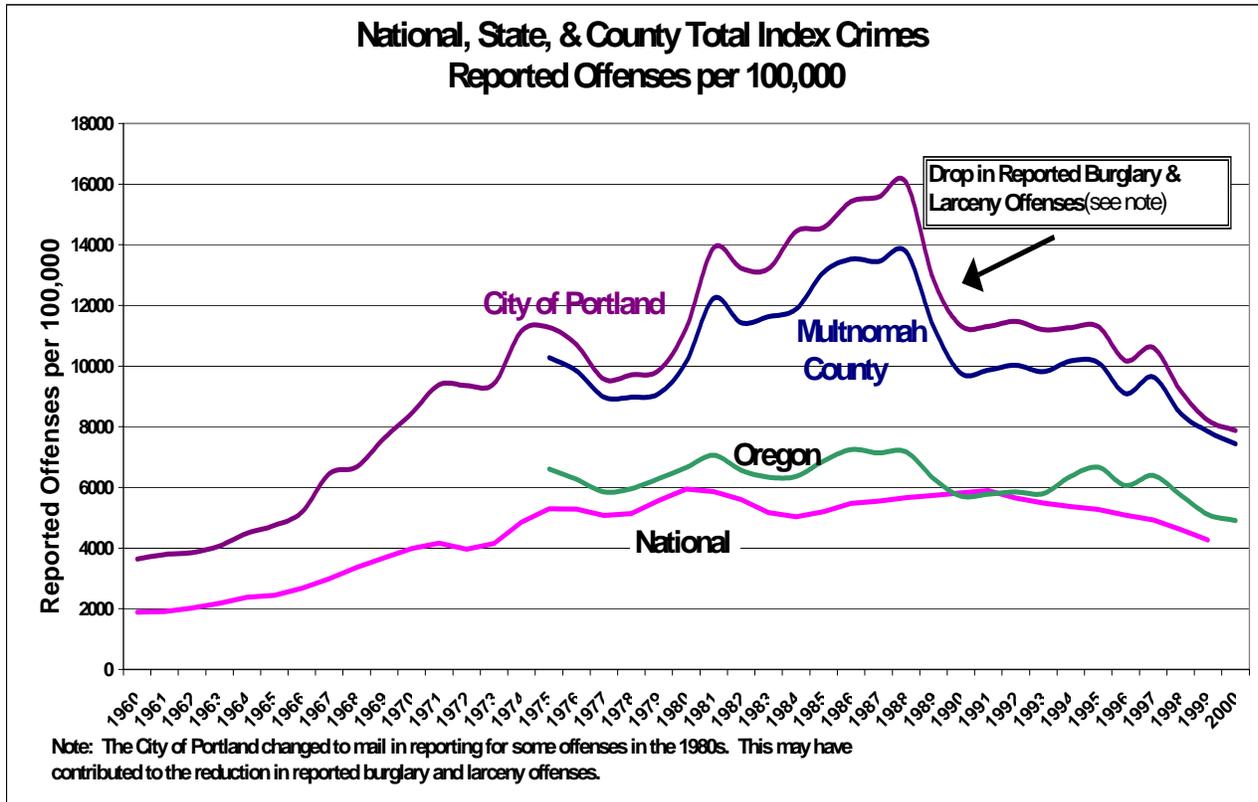


Index Crimes

When comparing crime rates across localities ‘index crimes’ are used. Index crimes are four violent crimes (murder, forcible rape, robbery, and aggravated assault) and four property crimes (burglary, larceny, motor-vehicle theft, and arson) that are defined similarly in all jurisdictions.

Strategic Benchmarks

The following graph shows the trend in locally reported index crimes since 1960. The number of reported index crimes has been divided by local population to produce a rate per 100,000 persons.



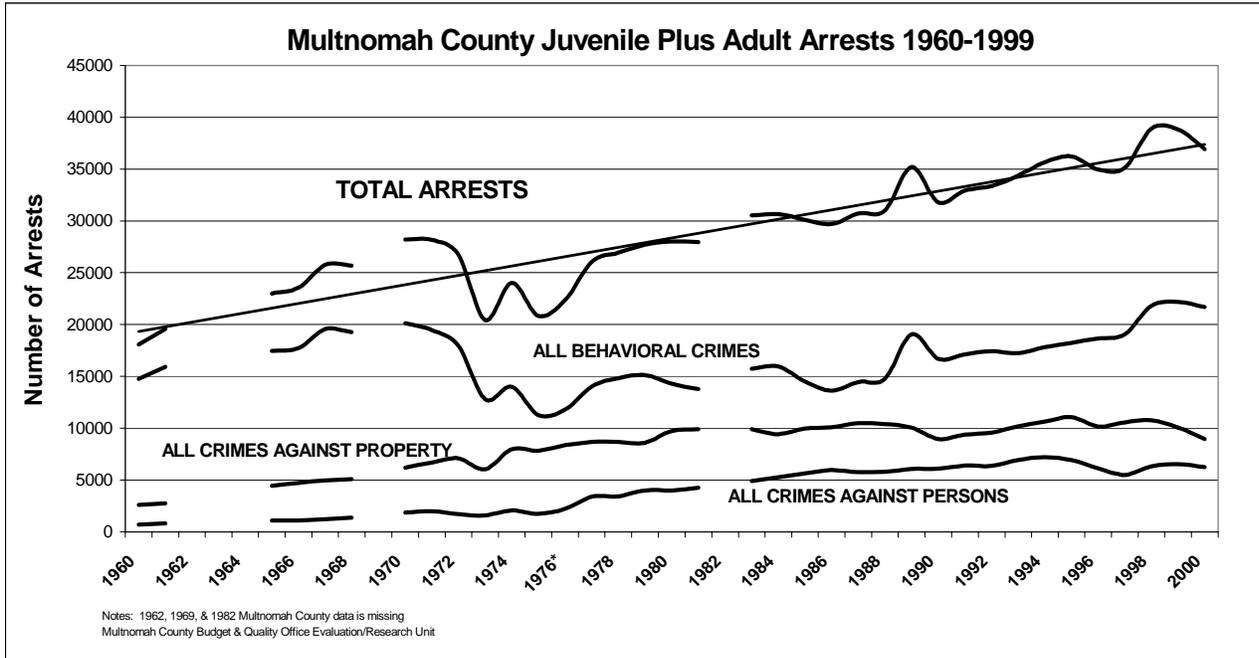
The graph shows that the index crime reported offense rate is now as low as it was during 1969 to 1970. The Multnomah County index crime offense rate has been decreasing faster than the State or national averages, which is a positive sign that local criminal justice practices are effective.

Index crime rates are not a good indicator of criminal justice workload.

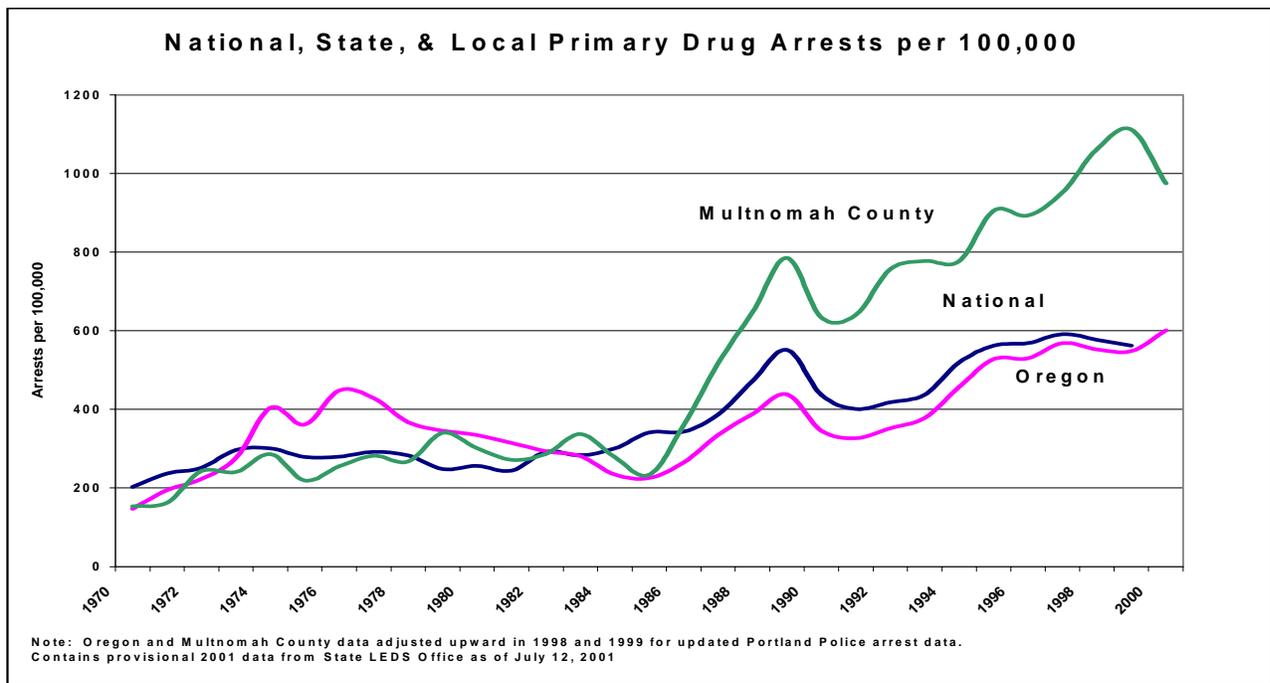
However, index crime rates are not a good indicator of criminal justice workload. Arrests for index crimes accounted for only 22% of total arrests in 2000. Total arrests for all types of crime are important for budgeting as they drive workload for prosecutors, courts, jails, and community supervision.

Multnomah County trends for total arrests are shown in the following graph. The number of arrests is not converted to a rate (divided by County population) so the graph shows the effect of population growth as well as changes in crime rates on criminal justice workload. Arrests are broken into three categories: Person to Person crimes; Property crimes; and Behavioral crimes. Behavioral crimes include offenses such as drug laws, trespass violations, driving under the influence, liquor laws, disorderly conduct, runaway juveniles, curfew violations, etc. There are gaps in the graph for years when all local jurisdictions did not report data to the State LEADS (Law Enforcement Data System) Office.

Strategic Benchmarks



During the 1990's total arrests for Person to Person crimes have not shown substantial reductions. Arrests for Behavioral crimes, none of which are counted in the index crime rate, have steadily grown. Despite a falling index crime rate, rising population and a greater focus on behavioral crimes have prevented criminal justice workload from dropping. Increasing drug arrests, and associated arrests for return of excluded persons into drug free zones, are some of the leading causes of increased behavioral crime arrests.



Strategic Benchmarks

Substance Abuse and the Criminal Justice System

Multnomah County's drug arrest rate was similar to State and national levels until the mid 1980's. In the late 1980's the Multnomah County rate shot up, along with a state and national surge. After a brief respite in the early 1990's all three trends increased again and have exceeded their 1980's high point. Multnomah County's drug arrest rate has continued to outpace State and national levels.

These numbers are only the tip of the iceberg of a much larger problem.

These numbers are only the tip of the iceberg of a much larger problem. National data shows that "one in four U.S. children younger than 18 lives in a household with an adult who is addicted to alcohol or abuses it . . ." Another study shows that 13% of state expenditures are used to deal with substance abuse and addiction. "Of every such dollar states spent, 96 cents went to shoveling up the wreckage of substance abuse and addiction and only four cents was used to prevent and treat it. Each American paid \$277 per year in state taxes to deal with the burden of substance abuse and addiction in their social programs and only \$10 a year for prevention and treatment." For information on local drug use trends see:

<http://www.regionaldruginitiative.org/Dii.html>

Substance abuse, and how to respond to it, raises important public policy issues. Among these issues is how the public safety system should respond.

Substance abuse, and how to respond to it, raises important public policy issues. Among these issues is how the public safety system should respond. A May 2001 poll by ABC News found that 69% of adults said they believe that treatment programs would be better than incarceration for first- and second-time drug offenders. Voters in Arizona (Proposition 200, 1996) and in California (Proposition 36, November 2000) have passed initiatives to mandate treatment rather than prison or jail for some drug offenders. The California Act allows certain non-violent adult offenders who use or possess illegal drugs to receive treatment in the community rather than incarceration. It was designed to: preserve jail and prison cells for serious and violent offenders; enhance public safety by reducing drug-related crime; improve public health by reducing drug abuse through proven and effective treatment strategies. (For more information see:

http://www.adp.cahwnet.gov/SACPA/SACPA_FactSheet_May2001.shtml).

In May 1996, Multnomah County voters passed a bond, which among other things provided funding to build facilities to improve public safety. The Board of Commissioners has authorized the Sheriff to use these bond proceeds for planning and construction of the Wapato Jail (225 beds) and a co-located 300 bed Alcohol and Drug Treatment Center. However, the bond pays for construction of the new facility, not for ongoing operation. Securing ongoing operational funds, either through a levy that would need to be approved by the voters, or by tradeoffs from additional cuts to other County programs, is a challenge that must be faced this next year.

In the meantime, Multnomah County continues to rely heavily on alcohol and drug treatment as a cost-effective crime fighting strategy. A November 1999

Strategic Benchmarks

Multnomah County continues to rely heavily on alcohol and drug treatment as a cost-effective crime fighting strategy.

study showed that Multnomah County spent \$25.6 million for alcohol and drug treatment, 62% of which was county general fund. Multnomah County has established and evaluated effective drug diversion programs such as STOP. InterChange, a 55-bed 6-month secure treatment program has been established as a pilot program for the 300 secure treatment beds at the new Wapato facility. This program is being extensively evaluated by the County Evaluation/Research Unit to establish its cost-effectiveness.

Through similar application of national best practices Multnomah County is implementing a wide variety of other innovative approaches to criminal justice. These include drug courts, community courts, and specialized programs for women, gang-associated youth, and persons with mental illness. For further information see:

<http://www.co.multnomah.or.us/dcj/keyresults.html>

Multnomah County is also in the forefront in the nation in directly investigating and addressing racial and ethnic disparities in the criminal justice system.

Multnomah County is also in the forefront in the nation in directly investigating and addressing racial and ethnic disparities in the criminal justice system. For example, in 1998 African American's made up just over 7% of the county's population but they accounted for 23% of the arrests; Hispanics represented just 5.1% of the population and 9.5% of the arrests. African Americans are defendants in almost 32% of all drug cases received by the District Attorney's office. Further, while African American's are more likely to be convicted of a felony, Asians and Hispanics are more likely to serve time in prison as a result. In response, the Local Public Safety Coordinating Council formed a Task Force on Over-Representation of Minorities in the Criminal Justice System in November 2000. The Task Force is a coordinated effort of public officials, justice professionals and concerned citizens that has undertaken the task of understanding why people of color are over-represented in the criminal justice system of Multnomah County. The Public Safety Coordinating Council is examining data captured at various decision points in the system to root out and remedy any possible unfair treatment across the various jurisdictions and agencies.

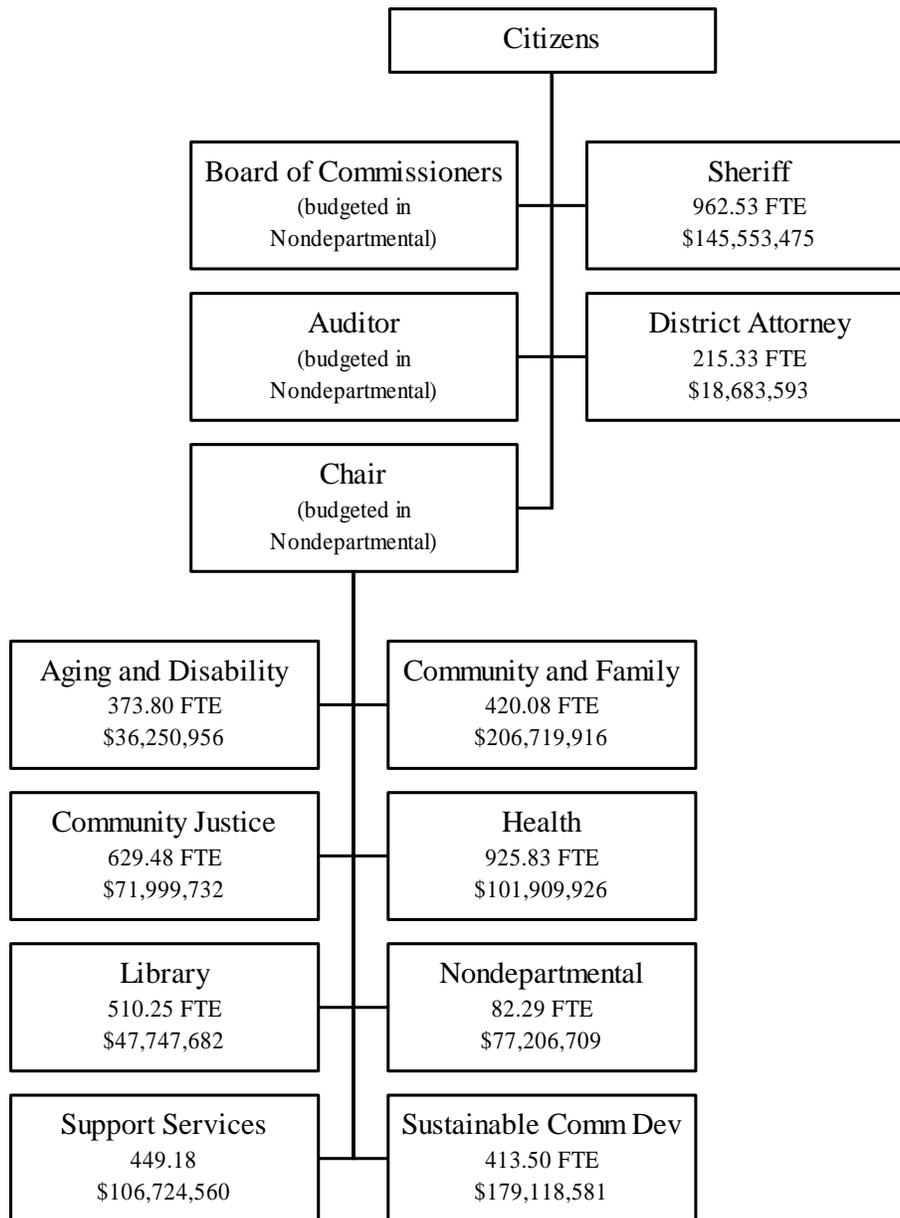
It is our belief that equitable application and careful evaluation of the best criminal justice practices can reduce criminal cycling and best assure public safety. This criminal justice approach coupled with long-term prevention through healthy births and responsible parenting offers the most rational and cost effective social policy for achieving a healthy community.

County Organization Chart

County Organization Chart

Multnomah County delivers its services through ten departments. Below is an organization chart:

Multnomah County



Aging & Disability Services

Department Services

Aging and Disability Services provided services to over 25,000 citizens of Multnomah County last year. These services included:

- Single entry/easy access to services through information and referral, gatekeepers and twenty-four hour phone Helpline
- Case management/need assessment, eligibility, case plan development and service monitoring for persons who are elderly and for persons with disabilities
- Adult care home monitoring, regulation and licensing
- Public Guardianship/Conservatorship
- Protective services
- Minority services coordination
- Program development and advocacy
- Service contract management
- District Senior Centers
- Nutrition programs
- Transportation services
- In-home services
- Multi-disciplinary teams
- Employment assistance
- Food Stamp authorization
- Oregon Health Plan (OHP) enrollment
- Managed health care education
- Emergency Housing Assistance
- Veterans' Services

ADS manages a variety of federal, state, and local financial resources. They include: federal and state Medicaid funds, the federal Older Americans Act, and Oregon Project Independence. Federal and state statutes and agreements between Multnomah County and the City of Portland, and the cities of Gresham, Fairview and Troutdale limit local policy discretion regarding services.

Elders in Action provides advice and input on community needs, program and policy development and priorities for aging services. **The Disability Services Advisory Council** plays a similar role for the provision of disability services.

Aging & Disability Services

Budget Issues and Highlights

The Adopted Aging and Disability Services budget for FY 2002 reflects a struggle between relatively flat revenue growth from State and Federal sources, or possible cuts in the case of Oregon Project Independence (OPI), and increasing costs. Despite cutting 9 positions and transferring 7 positions related to the centralization of information technology (IT) functions, personnel costs have still increased by \$136,139. In general, personnel costs are increasing at a rate just above 5% a year.

Major Revenue Assumptions

- Older American Act funds have been increased by 1% to reflect an increase in appropriations. In addition, new funds have been budgeted for the Family Caregiver Support Programs.
- Oregon Project Independence revenue has been decreased by 43% under the assumption that most of the program will be restored in the State budget. (It was completely cut in the Governor's initial budget.)
- City of Portland resources have been increased to reflect full year funding of District Centers at the higher level approved last year by the City Council.
- Multnomah County General Fund resources were reduced by 7.0% from current service level, but increased (due to an accounting change) to cover debt service for the new East County Office, to carryover \$300,000 for an IT project, and by \$100,000 to cover the costs of Multi-disciplinary Team (MDT) nurses cut in the Health Department. The net result is an increase in County General Funds.
- Title XIX Medicaid funds have been increased over the current biennium allocation by 1.6% to reflect caseload growth. The amount derived from using local match is budgeted at a slightly higher ratio as compared to the current biennium.
- All other revenue is budgeted at the same level as the current fiscal year. This includes fines and fees, USDA allocation and miscellaneous sources.

Major Expenditure Assumptions

- Personnel Services have been budgeted at essentially the same amount as in the current fiscal year, however, 9.00 FTE have been cut and another 7.00 FTE have been transferred as part of the IT centralization.
- Salaries and payroll costs have been increased to reflect a one step increase for eligible employees, COLA costs, a slight reduction in the PERS rate,

Aging & Disability Services

and an increases in medical and dental costs.

- A salary saving of \$447,661, which is about 2.1% of the full personnel costs, has been budgeted. This equates to approximately 9.00 FTE (depending on the job class). The savings will be generated by managing vacancies as they occur during the fiscal year.
- Costs associated with reclassifications of County positions have continued to be absorbed with no additional revenue. In the last two years, the following reclassifications have taken place: Information Technology, Human Resources, Evaluation/Researcher Specialists, and Managers. Case management positions have also undergone a classification and compensation study.
- The resources passed through to contractors have been reduced to reflect the possible reduction in OPI revenue.

Long Term “Equity” Issues

What has come to be called “equity” for the Area Agencies on Aging (AAA’s) is a serious financial policy issue between the county and the state. When Multnomah County took on administration of the Medicaid program in 1986, the State Senior and Disabled Services Division (SDSD) allocated staffing and other resources to Multnomah County based on historic usage. Positions at Multnomah County remained on the state personnel system for about five years. Funding allocations, classifications, etc were adjusted in line with the state system.

In order to simplify the SDSD accounting, the AAA’s agreed to go to a position-allocation funding process and go off the state personnel system provided there was no loss of funding to support the positions. Since 1991, the State Department of Administrative Services (DAS) has applied a formula for funding positions in the AAA’s. This formula has caused the funding for Title XIX positions to be reduced about 91 cents on the dollar owed to the AAA’s. This comes to about \$9 million state general fund dollars for the FY 2001-03 biennium. State SDSD and DHS officials acknowledge the problem. The 1999 legislature fixed half the problem for that biennium. The impact is clear. ADS has fewer staff per clients than state counterparts. ADS case management caseloads are close to 1:130 - the state standard is 1:89.

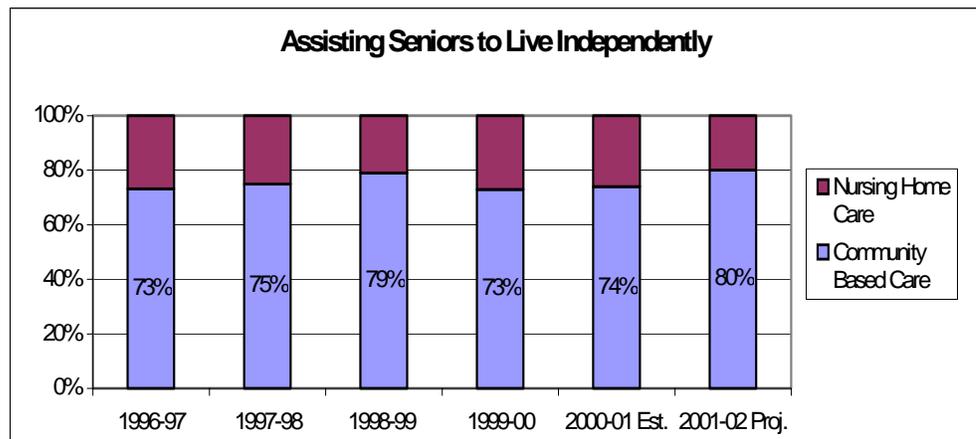
Aging & Disability Services

Department Performance Trends

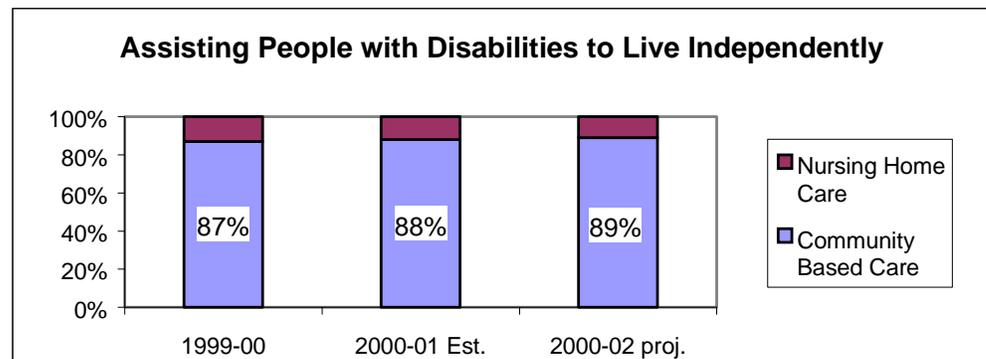
The charts below show progress made towards department and community goals focused on community based care and choices in living situations. The data is collected annually and is benchmarked against other states.

Additional information regarding departmental performance and county-wide trends may be found in the Key Result Measures within this document.

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



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



Aging & Disability Services

Budget for FY 2002

The Department's Adopted FY 2002 operating budget is \$36,250,956 or a 0.7% increase over FY 2001. Significant issues have been noted above in the Budget Issues and Highlights section. An explanation of specific programmatic changes is noted in the program narratives on the following pages.

Budget Trends	1999-00 Actual	2000-01 Current Estimate	2000-01 Adopted Budget	2001-02 Adopted Budget	Difference
Staffing FTE	354.66	389.80	389.80	373.80	(16.00)
Personal Services	\$18,660,563	\$20,732,893	\$20,732,893	\$20,869,032	\$136,139
Contractual Services	\$6,367,955	\$7,538,043	\$7,538,043	\$7,868,380	\$330,337
Materials & Supplies	\$5,991,225	\$7,689,637	\$7,689,637	\$7,513,544	(\$176,093)
Capital Outlay	\$0	\$10,000	\$10,000	\$0	(\$10,000)
Total Costs	\$31,019,743	\$35,970,573	\$35,970,573	\$36,250,956	\$280,383

Costs by Division	1999-00 Actual	2000-01 Current Estimate	2000-01 Adopted Budget	2001-02 Adopted Budget	Difference
Director's Office	\$0	\$0	\$0	\$2,136,006	2,136,006
Business Services	\$2,383,205	\$3,259,703	\$3,259,703	\$2,808,324	(451,379)
Planning & Special Pjcts	\$691,680	\$823,513	\$823,513	\$769,383	(54,130)
Community Services	\$5,412,243	\$6,035,246	\$6,035,246	\$5,710,212	(325,034)
Long-Term Care	\$18,819,149	\$22,090,203	\$22,090,203	\$22,478,320	388,117
Public Guardian	\$856,685	\$885,969	\$885,969	\$974,048	88,079
Adult Care Home Prgm	\$1,345,982	\$1,415,858	\$1,415,858	\$1,374,663	(41,195)
Accounting Transaction	\$1,510,799	\$1,460,081	\$1,460,081	\$0	(1,460,081)
Total Costs	\$31,019,743	\$35,970,573	\$35,970,573	\$36,250,956	280,383

Staffing by Division	1999-00 Actual	2000-01 Current Estimate	2000-01 Adopted Budget	2001-02 Adopted Budget	Difference
Director's Office	0.00	0.00	0.00	4.80	4.80
Business Services	21.12	23.30	23.30	14.50	(8.80)
Planning & Special Pjcts	7.57	10.00	10.00	8.00	(2.00)
Community Services	10.22	11.50	11.50	12.50	1.00
Long-Term Care	291.82	319.70	319.70	310.60	(9.10)
Public Guardian	9.81	9.80	9.80	9.90	0.10
Adult Care Home Prgm	14.12	15.50	15.50	13.50	(2.00)
Accounting Transaction	0.00	0.00	0.00	0.00	0.00
Total Staffing FTE's	354.66	389.80	389.80	373.80	(16.00)

Community & Family Services

Department Services

The Department of Community and Family Services contracts with over 300 organizations to provide the following services:

Citizen groups with oversight or advisory responsibilities include:

Multnomah Commission on Children, Families and Community

CDBG Policy Advisory Board

Developmental Disabilities Coordinating Council

Family Support Council

Multnomah Council on Chemical Dependency

Multnomah County DUII Community Advisory Board

- Alcohol and other drug screening, case management, treatment and prevention services, serving approximately 40,000 persons.
- Anti-poverty programs providing advocacy, economic opportunities and self-sufficiency along with energy or weatherization assistance.
- Affordable housing development and public works improvements.
- Advocacy, service coordination, residential, vocational, respite, family support, and emergency services for over 3,000 individuals with developmental disabilities.
- Mental Health screening and evaluation, treatment, family support, teacher consultation and crisis services to 13,257 children. Over 12,483 adults are served with inpatient services, intensive care, residential, crisis and acute care, supported employment, services for seniors, and services to homeless persons with mental illness.
- Network of community-based and culturally specific centers providing a spectrum of programs for youth and families including child development and parenting support, youth recreation, juvenile justice diversion, temporary housing and services to persons who are homeless, and school completion supports.
- Family Resource Centers in high schools and public housing communities that support families and communities by promoting collaboration, developing resources and connecting people to services.
- Touchstone, a school-based program in which intensive case management services are provided to at-risk children & families in elementary schools.
- Service access and case management, family mediation, and temporary housing offered for youth at risk of entering the juvenile justice and/or child welfare systems.
- Employment opportunities, alternative school support, and intensive case management services offered to youth involved with gangs.
- Culturally specific student retention programs designed to increase the number of ethnic minority youth who complete high school.
- Gender-specific programs working to develop girls' leadership skills, improve their opportunities for achievement, develop positive self-esteem and bringing the voices of girls and young women into the public arena.
- Emergency assistance, shelter, and housing support available to homeless unaccompanied youth, survivors of domestic violence, and families.
- Supportive services, including emergency and transitional housing, to survivors of domestic violence and school-based prevention programs offered to prevent future domestic violence.
- Housing and Public Works provided to improve access to affordable housing and enhances neighborhoods for homeless, low, and moderate-income households in the community.

Community & Family Services

Children and Adult Mental Health Advisory Committees

- Comprehensive domestic violence program providing County-wide policy and planning leadership and direct service support for victims, school-based prevention programs, and staff training designed to prevent domestic violence.
- Caring Community Groups to identify community issues and develop local approaches to solving problems.
- Several citizen groups have formal advisory or oversight responsibilities for programs and Benchmark activities. For Community and Family Services as a whole, the Citizens Budget Advisory Committee gives advice on budget issues.

Budget Issues & Highlights

The \$206.7 million Adopted Budget for the Department of Community and Family Services supports efforts focused on all three of the County's key priorities: 1) reducing crime, 2) increasing school completion, and 3) reducing the number of children living in poverty. Below is a brief overview of several issues faced in the upcoming fiscal year and budgetary highlights.

Federal Financial Participation (FFP) Funds

In a year in which the Department's General Fund resources were cut by approximately 7%, the aggressive assumption of Federal Financial Participation funds avoided about \$1.1 million in program cuts. Activities that would have been cut include services such as a runaway youth shelter and domestic violence prevention programs. Another \$600,000 of FFP funds will allow for the start-up of services related to the Children's Receiving Center (see page 7).

Ideally, services funded with FFP resources should be started as the resources become available; however, the financial need to use the FFP funds to support existing programs prohibits this. As a result, the Department will need to be vigilant in its ongoing efforts to secure these funds and take necessary actions should insufficient FFP funds be secured.

Homeless Families

Homeless family services are currently provided as a component of the six geographically based Community and Family Service Centers.

Homeless family services are currently provided as a component of the six geographically based Community and Family Service Centers. The continuum of housing and services that are provided include access to services, case management, support services, emergency shelter, transitional housing, and assistance obtaining and remaining in permanent housing. The Homeless Families Plan for Multnomah County: Five-Year Roadmap for Service Development was created as a comprehensive response to meet the needs of homeless families in Multnomah County. A model for the single access telephone line will be developed and implemented in FY 2002. This service is consistent with the priorities of the Homeless Families Plan.

Community & Family Services

SUN Schools

SUN (Schools Uniting Neighborhoods) Schools extend the school by effectively bringing community services and programs into the school for the young people, families and broader community.

The SUN Initiative has five goals:

- To increase the capacity of the local schools to provide a safe, supervised and positive environment for expanded experiences that improve student achievement, attendance, behavior and other skills for healthy development and academic success.
- To increase family involvement in supporting schools and school-based activities that build individual and community assets.
- To increase community and business involvement in supporting schools and school-based programs that combine academics, recreation and social/health services.
- To improve the system of collaboration among school districts, government, community-based agencies, families, citizens and business/corporate leaders through established and written agreements.
- To improve the use of public facilities and services by locating services in the community-based neighborhood schools.

In the first part of this school year (July – December, 2000), on average, 133 children and young people attended programs weekly at each school (23% of total enrollment), or over 1,000 children and young people weekly across the 8 schools.

There are 9 SUN sites, funded by City and County resources. Another 4 started up this year funded through federal resources and managed directly through school districts. Each SUN school selects a non-profit lead agency. Together the agency, a community advisory group and school staff select a Site Manager. The SUN Site Managers work at the school site and help build and bring networks of services, classes and volunteers together to benefit youth, families and the community. SUN sites link with other County, City and Community based providers like Touchstone, Portland Parks and Recreation and FAST to ensure a broad array of activities and services to children and families. SUN Managers work with others to ensure that these services are linked to the academic school day.

Most of the first 8 sites are just completing their first full year of operation. In the first part of this school year (July – December, 2000), on average, 133 children and young people attended programs weekly at each school (23% of total enrollment), or over 1,000 children and young people weekly across the 8 schools. In addition, family participation is increasing, as well as the number of activities available during out of school hours to children, families and communities have increased.

The SUN Initiative contracts with the lead agency of each SUN site, contracts with the Office of Budget and Quality for evaluation of the sites and the initiative and offers technical assistance resources based upon the developmental stage of particular sites.

Community & Family Services

Mental Health

On September 28, 2000, the Board passed Resolution 00-161 adopting a vision statement for a consumer- and family-centered mental health system. The following are now underway:

- System-wide training efforts were begun to teach a recovery-oriented approach to adult services.
- A Mental Health Coordinating Council is now in place to help reduce fragmentation of services through a diverse membership comprising consumers, family members, clinicians, staff from various County departments, Portland State University's Regional Research Institute, the Division of Vocational Rehabilitation, CareOregon, the Board of County Commissioners, the Sheriff's Office, Portland Public Schools, and hospitals.
- An upper-level managerial position was created to oversee the system changes for the short term (18-24 months).
- A separate Division for Managed Care has been established within DCFS.
- Modifications to the managed care business plan are being implemented which should reduce reliance on hospitalization and increase intensive outpatient care as needed. These MHO savings, other capitation funds, and the General Fund will replace the one-time-only State funds infused during FY 2001 to provide new consumer- and family-based services, employment, housing, and respite services for both OHP and non-OHP-eligible clients.

The Adopted Budget includes:

\$340,000 in additional ongoing County General funds for the continuation of mental health services implemented by the Mental Health Design Team.

The Adopted Budget for the Department continues \$640,000 of County-controlled funding initiated in FY 2001 for the implementation of new programs. The Department, which will receive \$340,000 in additional ongoing County General Funds to replace one-time-only resources, will continue service programs designed in consultation with Design Team work groups and the State Office of Mental Health Services and implemented during FY 2001.

Young Children

The Behavioral Health Division has been providing early childhood mental health prevention and early intervention services since 1990. The service reach expanded over the years to include services to four local Head Start programs, one Early Head Start program, both early intervention/early childhood special education programs, the local childcare resource and referral program, and a public school early childhood education program. A contract with Morrison/Unity provided enhanced outpatient services and psychiatric evaluation and consultation for referred children. The Board approved the full-year cost for FY 2001 by doubling the half-year allocation of \$230,000 in FY 2000. Funding from several non-County sources allowed the Division to provide staffing and administration support for two new system support efforts in the community: the Early Childhood Mental Health Best Practices Project and the Early Childhood Mental Health Partnership.

Community & Family Services

Children's Receiving Center

Planning involving multiple public and private partners brings the CRC closer to reality.

The Children's Receiving Center is intended to be a home-like setting which provides short-term care for affected children while securing permanent placement. The Behavioral Health Division has been directing the planning efforts for this facility.

Activities this year included identification of all the parties to be a part of the endeavor. Various types of performance contracts, leases, and intergovernmental agreements were identified, as well as a master agreement to be signed by all parties. Building and service costs were itemized and estimated, and funding requests prepared. A funding mechanism has been obtained, although details remain to be worked out. Construction will likely occur over the summer, with on-site staff occupying the buildings at 102nd and East Burnside during January, with the first child served by February 2002.

Planners are considering the possibility of federal fiscal participation in the CRC and other children's mental health services. A program to support the county's young foster children and their families (Early Childhood Partnerships Project) will be an adjunct to the CRC, if funding can be secured. The budget also includes funding for support and maintenance to the CRC Campus.

Developmental Disabilities

Persons with Developmental Disabilities in the Criminal Justice System

Based on state Department of Corrections data, approximately 120 persons with developmental disabilities and/or mental illness will be released from prison over the next 18 months. Many of these are considered dangerous, have substance abuse problems, or are sex offenders. About one half are expected to come to Multnomah County. Those eligible for developmental disability services will be assigned a Case Manager, may receive services under the state's newly created Universal Access program and/or be placed in a residential program. Funding for health, mental health, and substance abuse services may be available through the Oregon Health Plan. A Parole Officer will also be assigned. Some individuals not eligible for DD services will receive services through the ARC of Multnomah.

Services for Persons with Developmental Disabilities on the State Wait List

In 1999, 6 individuals with developmental disabilities on the Wait List for services initiated a lawsuit against the state of Oregon claiming a violation of the Medicaid requirement to provide services with "reasonable promptness" and a right to community based services. In September, the state signed a settlement agreement committing to \$350 million over a 5-year period to provide services to all individuals on the Wait List statewide. The settlement agreement further commits to Universal Access to a basic benefit package of services for all adult individuals with developmental disabilities, establishes an entitlement program, makes significant improvements in the county Case Management system and creates a service delivery system that promotes flexibility, consumer choice and self-determination. Of the over 4,000 individuals on the Wait List statewide, approximately 1,500 reside in Multnomah County. These individuals will be funded and phased into service over a 5-year period.

Community & Family Services

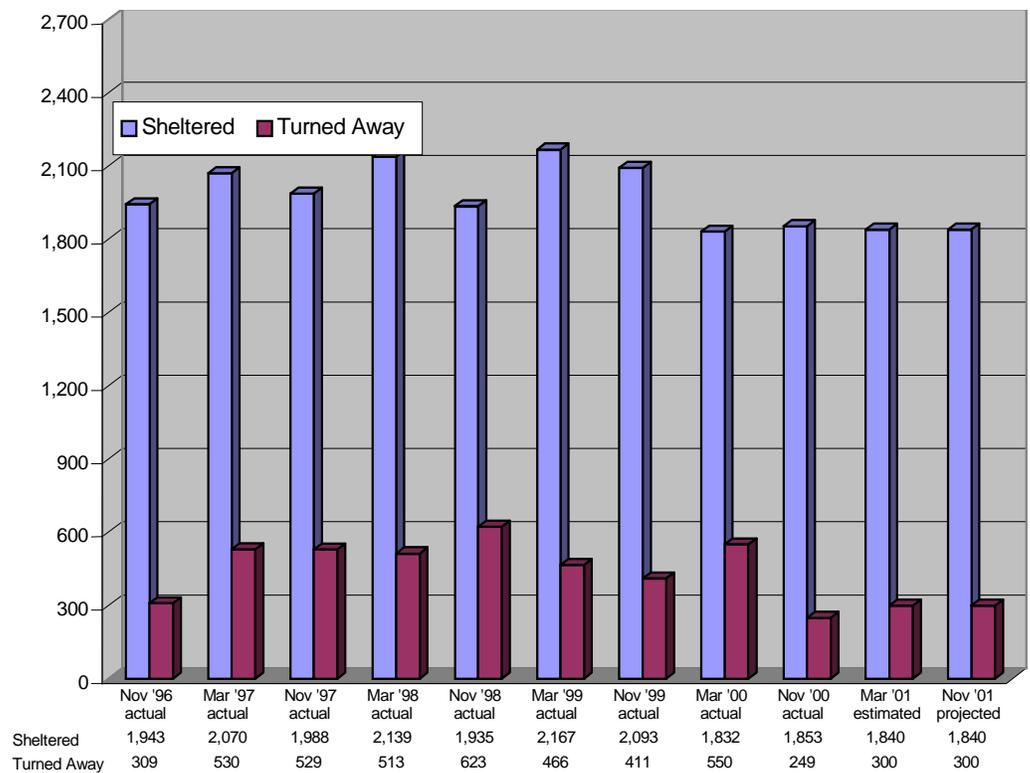
Department Performance Trends

The chart below shows progress made towards community goals and also serves as a signal to growing needs or changing issues. The data is collected quarterly and/or annually. Each trend is linked to County Benchmarks.

Additional information regarding departmental performance and county-wide trends may be found in the Key Result Measures within this document or in the Department of Community and Family Services 1998/99 Annual Performance Report.

The number of homeless persons is a significant measure of the need for services to help people in crisis stabilize, become housed, and begin to earn a living wage. This trend shows a continuing high number of homeless persons in Multnomah County, although there appears to be a slight downward trend in the number of people turned away.

One Night Shelter Counts



Community & Family Services

Budget for FY 2002

The Department's FY 2002 Adopted operating budget is \$206,719,916, a 19.6% increase over FY 2001. The more significant changes are noted above in the Budget Issues & Highlights section. An explanation of specific programmatic changes is noted in the program narratives on the following pages.

Budget Trends	1999-00	2000-01	2000-01	2001-02	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	392.33	443.94	444.02	421.08	(22.94)
Personal Services	\$22,520,154	\$24,909,149	\$25,862,881	\$25,863,874	\$993
Contractual Services	\$116,978,449	\$143,092,538	\$137,626,572	\$169,255,988	\$31,629,416
Materials & Supplies	\$6,988,744	\$9,426,904	\$9,331,178	\$11,600,054	\$2,268,876
Capital Outlay	<u>\$98,289</u>	<u>\$0</u>	<u>\$15,000</u>	<u>\$0</u>	<u>(\$15,000)</u>
Total Costs	\$146,585,636	\$177,428,591	\$172,835,631	\$206,719,916	\$33,884,285

Costs by Division	1999-00	2000-01	2000-01	2001-02	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Director's Office	\$2,627,279	\$3,635,955	\$3,878,840	\$4,277,314	\$398,474
Ops & Support Services	\$4,395,197	\$4,035,053	\$3,790,979	\$3,499,489	(\$291,490)
Information Services	\$2,124,133	\$2,056,183	\$2,159,044	\$2,228,849	\$69,805
Human Resources	\$397,734	\$593,506	\$621,409	\$622,894	\$1,485
CPP	\$28,170,880	\$30,483,765	\$28,596,261	\$30,126,734	\$1,530,473
Dvlpmntl. Disabilities	\$49,885,394	\$59,517,975	\$55,957,974	\$76,992,462	\$21,034,488
Behavioral Health	<u>\$58,985,019</u>	<u>\$77,106,154</u>	<u>\$77,831,124</u>	<u>\$88,972,174</u>	<u>\$11,141,050</u>
Total Costs	\$146,585,636	\$177,428,591	\$172,835,631	\$206,719,916	\$33,884,285

Staffing by Division	1999-00	2000-01	2000-01	2001-02	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Director's Office	14.62	23.60	23.60	23.80	0.20
Ops & Support Services	54.51	46.00	46.00	44.10	(1.90)
Information Services	15.87	21.00	21.00	0.00	(21.00)
Human Resources	5.21	7.00	7.00	7.00	0.00
CPP	58.29	58.75	58.75	60.25	1.50
Dvlpmntl. Disabilities	83.10	95.59	95.59	93.90	(1.69)
Behavioral Health	<u>160.73</u>	<u>192.00</u>	<u>192.08</u>	<u>192.03</u>	<u>(0.05)</u>
Total Staffing FTE's	392.33	443.94	444.02	421.08	(22.94)

Community Justice

Department Services

Groups with oversight or advisory responsibility for the Department include the Local Public Safety Coordinating Council, the judiciary, the Commission on Children, Families and Communities, and the Citizen Budget Advisory Committee.

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

The Department responds to the needs of the community by providing the following services:

- 28,250 nights of detention for youth awaiting adjudication, receiving assessment and treatment or being held as a sanction for probation violations;
- 5,580 adult offenders processed through centralized intake;
- 20,800 adult offenders reviewed by pretrial release and 4,500 supervised by the unit;
- 750 youth supervised on probation at any one time, including home visits, linking to treatment services, monitoring school attendance and intervening in gang behavior;
- Over 12,000 adult offenders supervised on probation and post-prison supervision, including those in specialized units for sex offenders, gang-involved offenders and domestic violence cases, as well as those under centralized team supervision;
- 390 pre-sentence investigations completed for adult offenders;
- 1,800 youth diverted from adjudication to complete community service, fulfill conditions of accountability agreements and appear before neighborhood accountability boards;
- 1,800 administrative hearings were conducted for adult offenders;
- 5,000 youth referrals were made to the School Attendance Initiative (SAI). A cross-jurisdictional and multi-organizational case management and service model, SAI provides services to truant youth and their families, including monitoring school attendance, providing family and individual counseling, and providing crisis and support services through strengths-based program activities;
- 3,700 adult offenders were sanctioned to programs such as community service, day reporting, forest work camp and electronic monitoring;
- 725 adult offenders received residential substance abuse treatment and 130 received outpatient treatment.

Community Justice

Budget Issues and Highlights

This year's budget process was particularly challenging in light of the severe budget reductions mandated in general fund as well as grant funding.

The FY 2002 budget for the Department of Community Justice is \$72 million, which is about \$1.1 million (1.5%) less than the FY 2001 Adopted Budget. A significant decrease in state funding for juvenile justice services, as well as the decrease in availability of funding in the County General Fund drove the decrease in the departmental budget. The program cuts and elimination of programs detailed in the budget were also caused by cost-of-living increases in non-general fund portions of the budget. The Department has also budgeted more realistically in the Juvenile Justice Detention budget.

Program and service changes for FY 2002 include:

- Oregon Youth Authority funding is reduced by \$1,436,145 for:
 - Gang Transition Services, total \$1,374,096 (Assessment Intervention and Treatment Program, \$271,270; contracts, \$646,837; funding for 5.3 FTE juvenile court counselors and 1 FTE Office Assistant; County indirect charges, \$70,027),
 - Flex funds, total \$31,409
 - Diversion, total \$30,640.
- School Attendance Initiative (SAI) funds are reduced by \$792,000.
- Turnaround School eliminated except for a \$200,000 contract.
- One juvenile general detention unit is closed for savings of \$416,000.
- The capacity of the InterChange secure residential alcohol and drug treatment program census is decreased to 50.
- Londer Learning Center job services contract cut of \$72,000.
- A total of 69 positions, including 6 FTE management positions, are eliminated from the department in the following areas: 17 FTE in Adult Community Justice and Treatment Services, 14 FTE in Juvenile Justice Services and 32 FTE transferred to the Department of Support Services.

Decision Process

The Department Director and management team discussed guidelines for determining where in the organization cuts could best be tolerated with the least impact on community safety. These guidelines were:

- Continue community justice strategies;
- Focus on collaborative approaches;
- Assess and match offenders to the right services;
- Provide statutorily and IGA required services;
- Make risk based decisions;
- Support transitioning for kids and adults;
- Work with families;
- Focus on best practices (high risk);
- Provide mental health treatment;
- Provide substance abuse treatment.

Community Justice

Oregon Youth Authority Budget Cuts

The Oregon Youth Authority has funded gang intervention, supervision and treatment services in Multnomah County since the early 1990's. Since that time, and possibly in part because of these efforts, gang activity has decreased in Multnomah County, while it has increased in other counties. Each year the legislature has considered reducing these funds and/or allowing other counties access to these dollars. This year the Governor has eliminated the gang-focused funds from his budget.

The loss of this revenue represents a significant reduction in funding to Multnomah County. The services previously funded by the State have been effective in helping juveniles.

The loss of this revenue represents a significant reduction in funding to Multnomah County. The gang funding represents \$1.4 million dollars of local services including:

- \$271,270 supporting the Assessment Intervention and Treatment Program;
- \$515,396 in contracted services for gang involved youth in the community;
- funding for 5.3 FTE juvenile court counselors and 1 FTE Office Assistant Sr. who supervise gang involved youth and;
- \$70,027 in County indirect charges.

While some of these specialized services to gang involved offenders may not be required, the supervision for these offenders must continue in some form.

The Governor's budget also cut:

- Rental for 32 beds in the County's Juvenile Justice Complex. This is a cut of \$585,177. While the County will not incur the operating costs for these beds, the County must cover the cost of the Certificates of Participation used to finance construction, as well as the costs of minimally maintaining that portion of the facility.
- \$75,000 in funding for Court Subsidy funds. These funds are passed from the state to local juvenile courts to assist with operations.
- 38 of the 115 OYA beds that have been allocated to the County. OYA plans to close the Youth Accountability Camps, which will result in returning lower-risk youth back to the County.

The Department will review the workload of all juvenile probation staff and determine an appropriate caseload size for all supervision including gang offenders and fund the number of positions required to provide this supervision.

The Department will pick up the funding of AITP in the general fund constraint since two thirds of the AITP is funded with Federal Medicaid dollars; and will restore services to the Multi-Systemic Therapy Blueprint program, and a contract with the IRCO Asian Family Center, cut as a result of OYA funding reductions. In addition, we are restoring the Juvenile Day Reporting Center and adding funds for a Treatment Foster Care program. The amount to restore and add these services is \$1.07 million.

Community Justice

Adult Community Justice Transitional Services

Every month, several hundred offenders return from prison, jail or treatment facilities. Ninety-five percent of prison inmates return to their original communities. Recently released offenders often have no financial reserves.

The first ninety days after release are the highest risk time for relapse to criminality and/or addiction. Roughly seventeen percent of offenders have severe mental illness and eighty percent have a history of drug or alcohol addiction. A recent statewide survey of special needs offenders indicated that criminal activity decreased approximately forty percent when stable housing and supportive services were available.

The Transitional Services Unit assists with the transition from institution to community by providing pre-release planning (referrals and connection to appropriate services, treatment, medical and mental health services), housing (short and long term) and emergency services for both recently released offenders and offenders in crisis who are supervised in the community. During FY 2001-02, the Department will continue to review and analyze the redesign to determine if resources are being focused where they have the highest impact on priority populations. This review will include an analysis of what resources are focused toward the lowest priority populations and whether some of the resources would be better utilized on higher priority populations.

Community Justice Initiative

The Community Justice Initiative is designed to develop the most successful strategies for melding risk-based service provision based on specific criminogenic needs with an approach that confronts crime and delinquency through proactive, problem-solving practices that lead to community reparation and a sense of safety. The project has two major themes:

- to prevent crime through community building and community organizing;
- to develop more effective strategies for community-based supervision of offenders and families.

Staff are working with community members to develop strategies to prevent crime within their communities.

Three specific areas of the city were chosen to begin this new approach to community justice:

- St. John's Woods, an area including four apartment complexes in North Portland.
- Areas of the Cully neighborhood which include Whitaker Middle School and Rigler Elementary School attendance area.
- Rockwood, in west Gresham, in an area where a large number of newly arriving immigrants have recently been settling.

Staff are working with community members to develop strategies to prevent crime within their communities. The Social Capital Survey, used by the SUN initiative, will be used to measure community members' perception of safety and community.

Community Justice

Expanding the Adult Drug Treatment Court

Multnomah County has operated a drug diversion treatment court since 1991. A recent outcome study shows that drug court participants are convicted of new crimes 23% less often than a matched group who did not enter the drug court during an observation period of two years.

Many drug offenders in Multnomah County do not receive the drug treatment that they need to address the causes of crime. The Department of Community Justice, in cooperation with the District Attorney, the courts, the defense bar and treatment providers, proposes to expand the successful drug treatment court concept to convicted drug offenders, simultaneously addressing the problems of drug abuse through treatment and holding these offenders accountable.

Under an expanded drug treatment court, one to three judges will hear all drug cases. The Department will provide staff to support the drug treatment court. This staff will monitor all drug offenders both convicted and not convicted, in conjunction with the court, to reinforce compliance and reward success and to provide swift and sure sanctions for non-compliance with the treatment requirements. The drug treatment court provides access to a continuum of drug treatment and other related treatment and rehabilitation services. The judge plays an active role in the treatment process, including frequently reviewing progress, responding to each participant's positive efforts as well as to non-compliant behavior.

The expanded drug court will provide needed services to a significant number of offenders who were not previously receiving services, thus addressing a major factor affecting crime and recidivism. We have budgeted an additional \$725,000 to provide services to these individuals. We have requested a City block grant to fund this.

Student Attendance Initiative Redesign

The School Attendance Initiative will experience a major redesign in the service model.

In 1998, a countywide school attendance effort was launched in all seven school districts in the county. Over 130 schools were targeted for school attendance monitoring, family intervention and case management services. Culturally specific service providers (Oregon Council on Hispanic Affairs and the International Refugee Center of Oregon) were included to work with non-English speaking Latino, Asian and East European families. Services were expanded to affect K-4 and 9th graders in addition to 5th – 8th graders. In Year 1, 4,300 youth and families were served, with an attendance improvement overall of 18%.

In 1999, 4,800 youth and families were served. The Portland Public Schools' 1999-2000 report card sampled a small number of students involved in the SAI program concerning classroom performance. This revealed an encouraging trend: 17% of students improved their grade status from below grade level to meeting or exceeding grade level in math and 28% did so in reading/language

As a result of significant funding changes through County General Fund and with the completion of the Edward Byrne Memorial Grant, the School

Community Justice

Attendance Initiative will experience a major redesign in the service model. DCJ will redesign the service activity of the program by focusing on school attendance and classroom achievement. Research suggests that improved school attendance will lead to improvement in classroom achievement and the SAI evaluation will be re-tooled to analyze data received during the fiscal year.

Family Intervention Unit

Most criminal justice professionals recognize that family functioning has a great influence on the success of offenders in rehabilitation and treatment programs. Often families are not brought into the planning and delivery of services to offenders and/or services for family members themselves are not available. The result can be criminal behavior that persists through generations in one family and other social problems that result when offenders are not able to parent their children effectively. The Department currently estimates that approximately 50 juveniles who are under probation supervision have a parent who is also under supervision. There are also an estimated 250 high and medium risk adult offenders (men and women) who have physical custody of a young child (0 to 6 years old).

The Department is planning to increase its efforts with families through the reassignment of staff to a family intervention unit. This unit will increase the Department's interventions with families, provide access to parenting classes and parenting skill development, and build specialized expertise to work with juveniles and their parents when multiple members of the family are under supervision. The unit will also create combined case plans with the many agencies that are involved in these offenders' lives.

In addition to the family intervention unit, the Department will continue to increase our interaction with family through referral to the functional family therapy model available to families of juvenile offenders on probation. The Save Our Families program will continue to provide communication skill development and problem solving skills for families of youth on probation. Juvenile probation staff will work with families in the development of case plans when youth are placed on probation. Families will continue to be a focus of services and intervention in the School Attendance Initiative and the Community Justice Pilot Sites.

Community Justice

Budget for FY 2002

The Department's FY 2002 operating budget is \$72 million, which is about \$1.1 million or 1.5% lower than the FY 2001 Adopted Budget. Explanations of specific programmatic changes are noted in the program narratives on the following pages.

<u>Budget Trends</u>	1999-2000	2000-01	2000-01	2001-02	
	Actual	Current	Adopted	Adopted	Difference
	Actual	Estimate	Budget	Budget	
Staffing FTE	632.03	698.35	698.35	629.48	(68.87)
Personal Services	\$37,039,417	\$39,844,260	\$41,099,143	\$39,470,835	(\$1,628,308)
Contractual Services	\$17,013,577	\$16,812,427	\$17,467,703	\$16,356,544	(\$1,111,159)
Materials & Supplies	\$12,595,458	\$14,588,142	\$14,540,997	\$16,172,353	\$1,631,356
Capital Outlay	<u>\$116,508</u>	<u>\$22,115</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Costs	\$66,764,960	\$71,266,944	\$73,107,843	\$71,999,732	(\$1,108,111)

<u>Costs by Division</u>	1999-2000	2000-01	2000-01	2001-02	
	Actual	Current	Adopted	Adopted	Difference
	Actual	Estimate	Budget	Budget	
Director's Office	\$2,147,797	\$3,053,846	\$3,434,677	\$2,683,220	(\$751,457)
Employee & Communit	\$721,939	\$1,281,706	\$733,432	\$1,996,151	\$1,262,719
Juvenile Justice	\$26,729,651	\$28,406,237	\$29,656,647	\$27,088,245	(\$2,568,402)
Adult Justice	\$22,623,301	\$25,202,212	\$25,911,833	\$25,180,204	(\$731,629)
Treatment Services	\$9,058,160	\$9,307,232	\$9,251,684	\$10,557,239	\$1,305,555
DCJ Information Svcs	<u>\$5,484,112</u>	<u>\$4,015,711</u>	<u>\$4,119,570</u>	<u>\$4,494,673</u>	<u>\$375,103</u>
Total Costs	\$66,764,960	\$71,266,944	\$73,107,843	\$71,999,732	(\$1,108,111)

<u>Staffing by Division</u>	1999-2000	2000-01	2000-01	2001-02	
	Actual	Current	Adopted	Adopted	Difference
	Actual	Estimate	Budget	Budget	
Director's Office	26.46	32.00	32.00	24.27	(7.73)
Employee & Communit	10.92	11.00	11.00	26.77	15.77
Juvenile Justice	235.44	252.70	252.70	238.78	(13.92)
Adult Justice	296.22	327.15	327.15	303.90	(23.25)
Treatment Services	23.75	30.00	30.00	35.76	5.76
DCJ Information Svcs	<u>39.24</u>	<u>45.50</u>	<u>45.50</u>	<u>0.00</u>	<u>(45.50)</u>
Total Staffing FTE's	632.03	698.35	698.35	629.48	(68.87)

District Attorney

Department Services

The District Attorney's Office is required by Oregon State Statute to prosecute crimes that occur within Multnomah County. There are various laws and local ordinances that define what constitutes a crime and the sentences attached to those crimes. In 2000, the Office reviewed 12,684 felony cases and 21,313 misdemeanor cases which includes 3,636 DUII cases.

The District Attorney's Office works in partnership with many other organizations to try cases, intervene in the cycle of violence, and eliminate chronic sources of crime. Many of these organizations such as the courts, police agencies, and public defenders are key partners in prosecution. Other partners that are stakeholders in what we do are: the Sheriff's Office, Community Justice, social service providers, community organizations, businesses, state and federal agencies, and national organizations such as the Center for Court Innovation and departments within the United States Department of Justice.

Meeting Local Needs

Services that have been pursued in order to maintain effective public safety practices in a manner that meet the needs of the local community:

- Domestic Violence Program
- Child Abuse Multidisciplinary Team
- Neighborhood Prosecution and Community Courts
- White Collar Crime Team
- Youth Gun Anti-violence Task Force
- Auto Theft Task Force
- Regional Organized Crime and Narcotics Task Force

Specialized Services

Other services that are offered and special units that have been created to increase the Office's ability to respond effectively to community safety issues and victims of crime follow. Data for the year 2000 is included.

- Victim Advocate Program - \$1,666,085 was awarded in restitution to victims.
- Domestic Violence Unit – 1,748 cases were referred.
- Property Crime Units – 3,374 cases received.
- Drug Crime Unit – 5,164 cases received; STOP Drug Court had 250 offenders in the program.
- Child Support Enforcement – 8,875 cases; almost 28 million dollars collected.
- Juvenile Delinquency – 2,052 cases received.
- Juvenile Dependency – 968 children who required the protection of the State.
- Termination of Parental Rights – 191 children were freed for adoption.
- Violent Person Crimes Unit – 734 cases received.
- White Collar Crime Unit – 141 cases received.
- Multidisciplinary Child Abuse Team – 417 cases received.
- DUII Enforcement – 3,636 cases received.

District Attorney

Budget Issues and Highlights

The District Attorney's Office investigates and prosecutes a wide variety of crimes and infractions. Resources are directed as emerging criminal trends are identified by the various local law enforcement agencies and communities in Multnomah County. This year, the following issues have been identified for further analysis and action.

Budget Cuts

The District Attorney Budget is 75% personnel. As a result, positions within the organization have been eliminated to meet the budget shortfall.

The DA's Office will be examining core functions, case load statistics, and community programs, and assessing what can be eliminated with minimal negative impact on the citizens served and the employees who provide the services.

Historically, the District Attorney's Office has absorbed increasing demand, especially in the areas of support staff and administrative services. The cut in positions now cannot be absorbed without an impact on services. The areas of services that may be affected are: drug enforcement, misdemeanor trials, juvenile court, and neighborhood prosecution programs. The administrative structure is also being examined for further efficiencies.

As the DA's Office serves as a gatekeeper for the County's criminal justice system, changes in policy may impact who enters the system and for what. They hope that eliminating staff will not greatly impact their overall ability to prosecute violent crimes and family violence. Through reorganization efforts, which will include policy changes, the manner in which they handle some cases will change. Potential policy changes that will impact other County, local, and state entities will be discussed in advance of changes with those agencies.

Forfeitures

The changes in the law and funding stream have caused drastic changes in the Office's Forfeiture Unit, eliminating it as a program.

In November 2000, the voters passed Measure 3 which changed forfeiture laws within the State of Oregon. Prior to this measure, some drug enforcement functions and forfeiture activities were supported by the funds generated through the forfeiture of drug money and property used in the facilitation of a crime. Due to the passage of the measure, proceeds gained through forfeitures cannot be used to fund the act of forfeiture itself. The laws guiding the act of forfeiture are also changing.

The changes in the law and funding stream have caused drastic changes in the Office's Forfeiture Unit, eliminating it as a program.

Currently Measure 3 is in the courts, there are numerous bills in the legislature concerning new forfeiture laws, and there are local efforts to create new ordinances. All of these factors have the potential to redirect how the County performs forfeitures.

District Attorney

Grants

The Multnomah County District Attorney's Office actively pursues grants and agency partnerships to carry out innovative new programs. This has enabled the Office to diversify programs to meet community needs and to find efficiencies in case and court processing. The DA's Office is dedicated to bringing in outside funding sources, creating partnerships that support innovative programs, and institutionalizing innovative strategies that work.

In FY 00-01, the DA's Office brought in over \$1.5 million of outside grant funding to Multnomah County. As these grants expire, there will be a need to find new funding. A portion of the potential layoffs in FY 02 are the result of grant expiration.

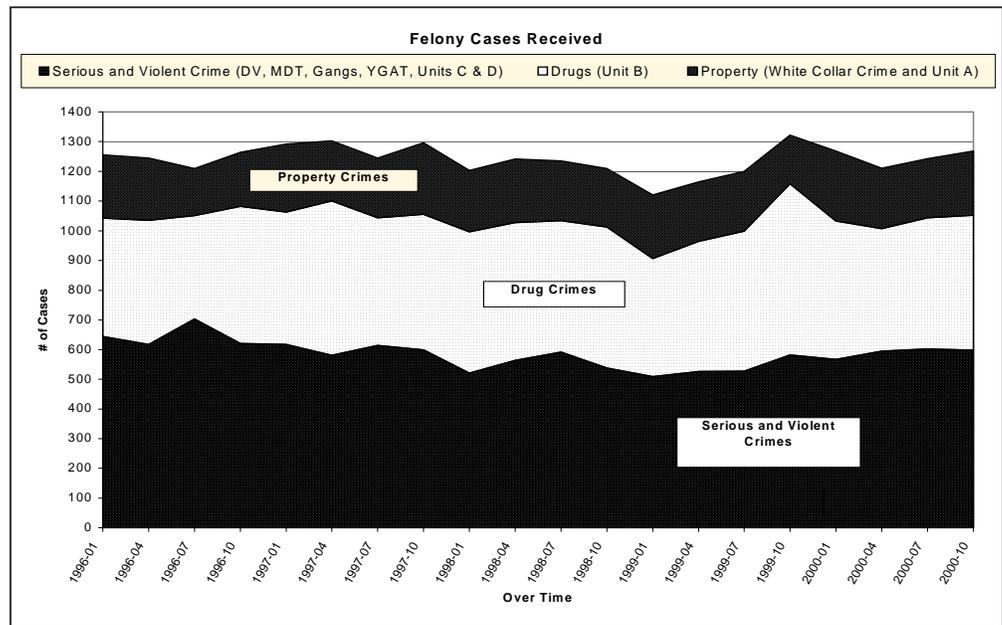
The District Attorney's Office has carried out innovative programs with grants, and will continue to pursue grants to continue the programs that are effective. If funding is no longer available, and these programs are deemed successful and more effective than other options, then these programs should continue.

District Attorney

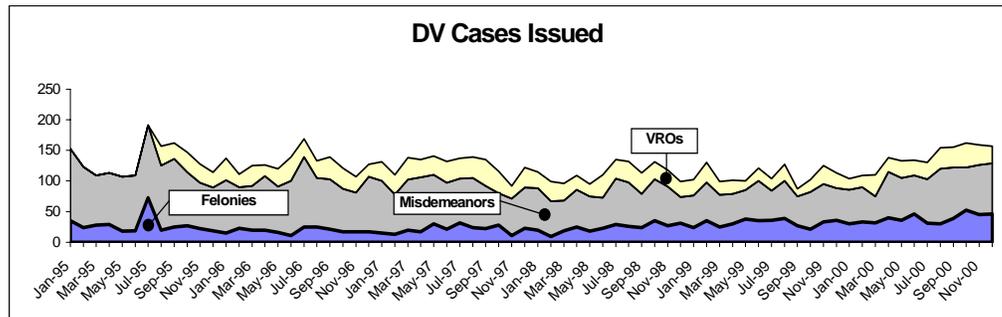
Department Performance Trends

The charts below show the changing case profiles in the District Attorney's Office. Data is collected through the case tracking system (DACTS) and is benchmarked against prior year figures

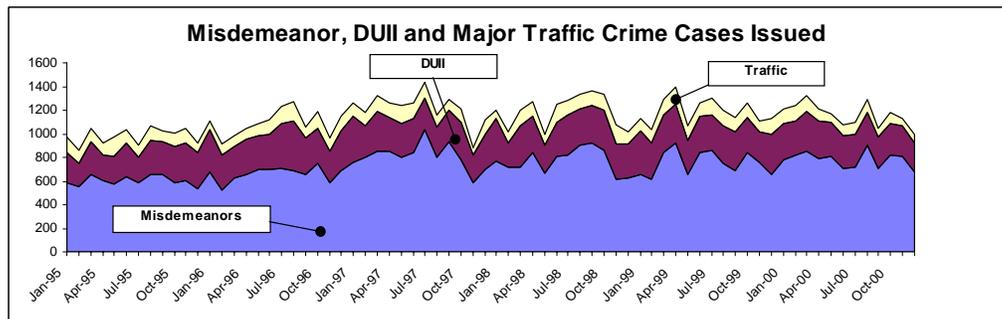
Felony Cases Received is the total of cases received for Property Crimes, Drug Crimes, and Serious and Violent Crimes.



This chart shows the changes over time of Domestic Violence misdemeanors, felony and Violations of Restraining Orders (VROs) issued by the District Attorney's Office.



Misdemeanor, DUII and Major Traffic crimes constitute a large percentage of the District Attorney's caseload. This chart shows the changes in these three areas over time.



District Attorney

Budget for FY 2002

The District Attorney's Office budget for FY 2002 is \$18.7 million and includes 215 FTE. The portion of the budget supported by the General Fund is \$14.1 million while grants and other dedicated revenues account for slightly less than \$4.6 million. The budget has decreased by 7%. 19 positions have been cut from the budget.

<u>Budget Trends</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	222.79	225.55	233.25	215.33	(19.27)
Personal Services	\$14,248,271	\$14,290,245	\$15,129,470	\$14,202,438	(\$927,032)
Contractual Services	865,807	1,163,269	1,703,042	1,586,952	(116,090)
Materials & Supplies	2,916,595	3,026,986	3,110,941	2,863,602	(247,339)
Capital Outlay	<u>5,203</u>	<u>28,000</u>	<u>67,600</u>	<u>30,601</u>	<u>(36,999)</u>
Total Costs	\$18,035,876	\$18,508,500	\$20,011,053	\$18,683,593	(\$1,327,460)

<u>Costs by Division</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Administration	\$3,235,888	\$4,050,749	\$3,650,603	\$3,488,501	(\$162,102)
Felony Court	6,324,142	5,323,820	6,936,871	5,791,083	(1,145,788)
Family Justice	<u>8,475,846</u>	<u>9,133,931</u>	<u>9,423,579</u>	<u>9,404,009</u>	<u>(19,570)</u>
Total Costs	\$18,035,876	\$18,508,500	\$20,011,053	\$18,683,593	(\$1,327,460)

<u>Staffing by Division</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Administration	26.58	26.65	25.50	26.50	1.00
Felony Court	85.09	80.50	89.25	73.43	(15.82)
Family Justice	<u>111.12</u>	<u>118.40</u>	<u>118.50</u>	<u>115.40</u>	<u>(4.45)</u>
Total Staffing FTE's	222.79	225.55	233.25	215.33	(19.27)

Sustainable Community Development

Department Services

For the Department's new roles in community economic development and housing, we partner with the Portland Development Commission on Urban Renewal, Oregon Housing and Community Development Department, Housing Authority of Portland, Portland/Multnomah Progress Board, Portland and Gresham Bureaus of Housing and Community Development, Association of Oregon Counties, and various neighborhood groups-as part of urban renewal efforts.

The Department of Sustainable Community Develop offers the following services:

- Operates, manages and maintains all County owned and leased facilities and properties;
- Protects people and animals through promotion and enforcement of responsible animal ownership;
- Provides fleet services, records management, electronics services and mail distribution;
- Develops and implements land use policy;
- Maintains 346 miles of County owned roads and rights of way;
- Operates, maintains and preserves the County's six Willamette River bridges;
- Coordinates the County's housing and community economic development initiatives;
- Develop and implement "sustainable" practices countywide and in how we manage our facilities, transportation system and fleet.

Local policy discretion regarding many DSCD services is significantly limited by a variety of Federal and State mandates. For example, Transportation and Land Use Planning are mandated and regulated by State and Federal statutes. Expenditures of Transportation funds are largely controlled by constitutional requirements. Federal and state law, with some local discretion, regulates aspects of Animal Control and Facilities and Property Management.

Several citizen groups and internal service user groups have advisory or oversight responsibilities for DSCD activities. The Animal Control Advisory Committee provides citizen input for that program. The Planning Commission provides oversight for Land Use Planning issues. In sustainability, we collaborate with the following local and regional groups: Sustainable Development Commission, City of Portland Office of Sustainable Development, METRO's Environmental Action Team, Oregon Sustainable Supplier Council, Oregon Environmental Council, Zero Waste Alliance, Ecotrust, Salmon-Safe, Oregon Natural Step Network, and the U.S. Green Building Council.

Several internal committees provide management review of support services, the Facilities Sub-Committee of the Operations Council, building tenant committees, and cross-departmental groups working on housing and economic development issues.

Sustainable Community Development

Budget Issues & Highlights

In January 2001, the Board adopted a resolution that renamed the Department of Sustainable Community Development (DSCD), and established a new policy direction.

The reorganization and new initiatives in DSCD were accomplished by reallocating current resources within the County and department, and by adding \$60,000 for implementing the County's Global Warming Plan (Sustainability Program).

DSCD has revised its mission statement, values, goals and organizational structure to realign the Department with the new focus. The following are the highlights of the reorganization:

- Three new initiatives have been created in the Director's Office. They are: Sustainability, Community Economic Development, and Housing. This was accomplished within current resources. The Strategic Investment Program was transferred into DSCD from the Chair's Office and is part of the Community Economic Development initiative.
- Two divisions—Property Valuation and Tax Collection & Records Management—were transferred to the Department of Support Services. The Tax Title program, formally housed within the Tax Collection & Records Management division, remains with DSCD, and housed in the Director's Office, as part of the housing initiative. The Office of Emergency Management was transferred into DSCD from the Department of Support Services.
- The management of the Endangered Species Act program and Water Quality Program was moved from the Director's Office to the Land Use Planning Division.

The Department's strategy for service reductions was to identify specific division services and programs for reduction or elimination, and avoid general across the board expenditure reductions. Criteria used for selecting reductions included: reduce or eliminate non-mandated services; reduce or eliminate contracted services before cutting permanent staff; delay or defer planned services, programs and associated supply purchases and personnel actions; reduce overtime and funding for temporary employees; reduce materials and supplies, i.e., turning in Fleet vehicles, reduce training. The Department has involved its Citizen Budget Advisory Committee in the review and prioritization of reductions.

General Fund service cuts were made in Animal Control, Land Use Planning, FREDs-Records, and Emergency Management. Most, but not all, cuts in Animal Control were restored with new revenues. Other cuts include:

- Reduce and consolidate Animal Control management functions. Eliminate two management positions and redistribute responsibilities to reclassified, existing positions. Cut \$151,000.
- Reduce records pick-up and delivery services in FREDs-Distribution. Shifts costs to County departments. Cut \$4,600.
- Defer automating Land Use records. Cut \$30,000.
- Reduce General Fund cash transfer to Emergency Management as part of 7% reduction - \$11,900

Sustainable Community Development

Department Performance Trends

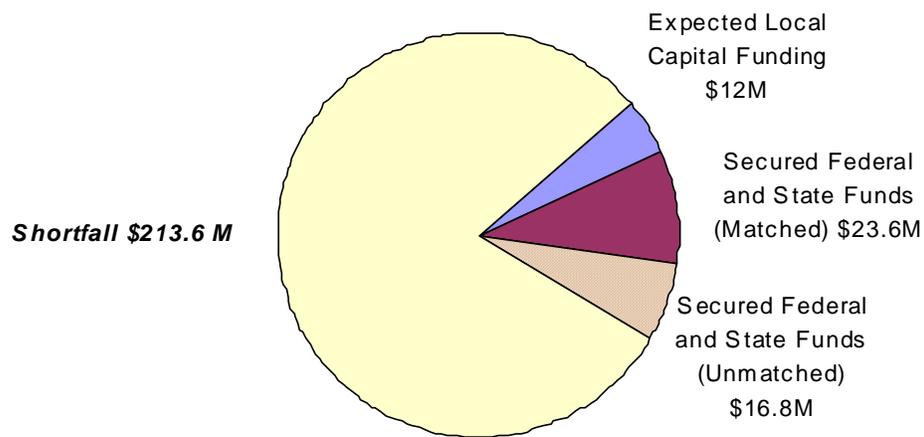
The Department has two performance trends:

1. Willamette River Bridges Program Capital Shortfall
2. Willamette River Bridge 5 Year Capital Funding

As a result of the new charge this Department was given, it will be working on developing new performance trends for the upcoming fiscal year.

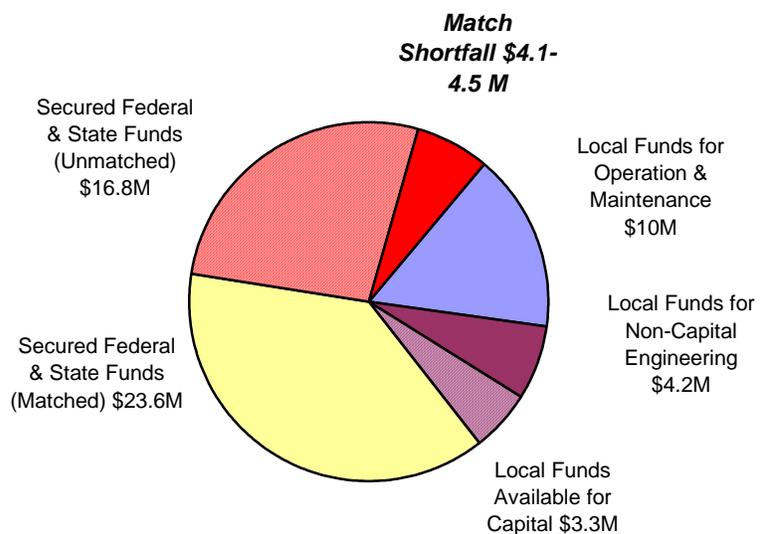
There has been a pattern of under-funding bridge infrastructure. The current 20-year Bridge Capital Plan identifies \$266 million in capital need for the County's Willamette River Bridges. The County has secured \$40.4 million in Federal and State Revenue, leaving the County at least \$213.6 million short in local matching funds.

**Willamette River Bridges Program Capital Shortfall
20 Year Projected FY 2001 to FY 2020**



5 Year Funding FY 2001 to FY 2005

Between now and FY2005, the County is short \$4.1 to 4.5 million in local funds to match already secured Federal and State funds. Finding this local match will be a major challenge for the department and the county over the next few years.



Sustainable Community Development

Budget for FY 2002

DSCD's Adopted Budget is \$179,118,582 and it has 413.5 FTE. This Department underwent a significant reorganization and those changes have been captured in the FY 2001 Adopted Budget. It is difficult to compare DSCD's budget from one year to the next because of the numerous dedicated funds, however overall reductions are mainly a result of funding fluctuations in the capital and maintenance programs and property management.

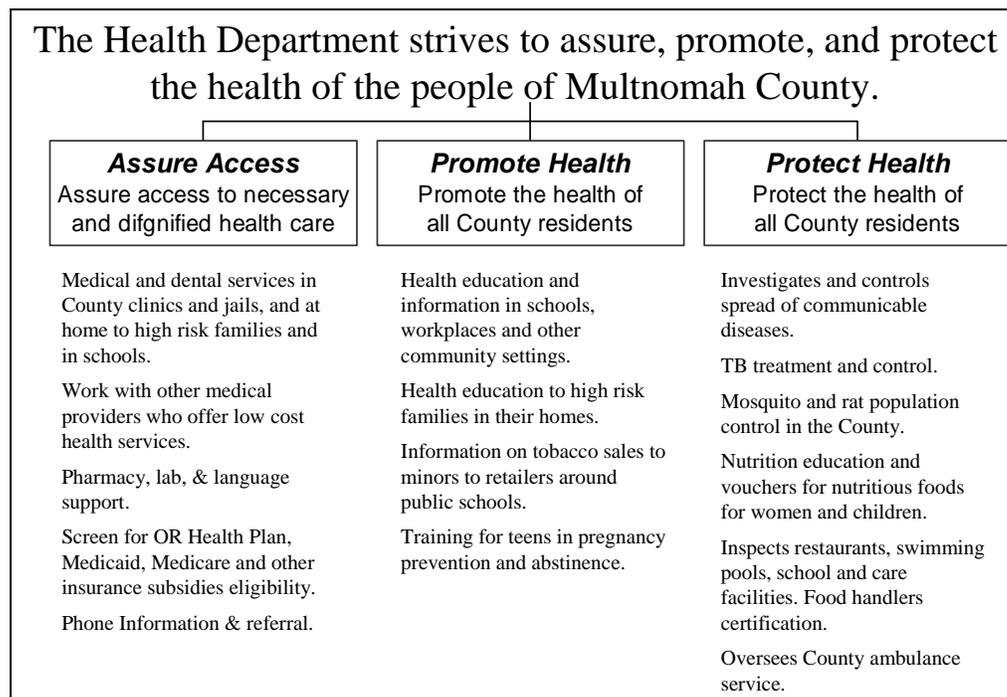
<u>Budget Trends</u>	1999-00	2000-01	2000-01	2001-02	
	Actual	Current	Adopted	Adopted	Difference
	Actual	Estimate	Budget	Budget	
Staffing FTE	389.31	417.30	422.60	413.50	(9.10)
Personal Services	\$22,981,615	\$25,201,062	\$26,324,004	\$26,320,174	(\$3,830)
Contractual Services	\$32,993,570	\$31,424,531	\$34,491,213	\$31,231,756	(\$3,695,273)
Materials & Supplies	\$30,764,834	\$46,959,235	\$39,795,133	\$39,170,147	(\$626,729)
Capital Outlay	<u>\$31,967,735</u>	<u>\$22,654,993</u>	<u>\$102,309,414</u>	<u>\$82,396,505</u>	(\$19,912,909)
Total Costs	\$118,707,754	\$126,239,821	\$202,919,764	\$179,118,582	(\$24,238,741)

<u>Costs by Division</u>	1999-00	2000-01	2000-01	2001-02	
	Actual	Current	Adopted	Adopted	Difference
	Actual	Estimate	Budget	Budget	
Director's Office	\$2,207,847	\$2,766,333	\$4,560,024	\$5,527,390	\$967,366
Land Use Planning	\$1,299,034	\$1,389,820	\$1,717,421	\$1,807,139	\$89,718
Facility & Property Man	\$66,720,071	\$70,475,032	\$138,130,844	\$113,833,758	(\$24,297,086)
Animal Control	\$3,783,723	\$3,009,305	\$3,040,949	\$3,186,083	\$145,134
FREDS	\$6,433,486	\$8,284,997	\$9,777,313	\$9,026,295	(\$751,018)
Transportation	\$17,591,128	\$19,050,815	\$24,600,930	\$24,700,905	\$99,975
Emergency Mgt.	\$692,439	\$919,790	\$984,827	\$491,997	(\$492,830)
Accounting Entities	<u>\$19,980,026</u>	<u>\$20,343,729</u>	<u>\$20,107,456</u>	<u>\$20,545,015</u>	\$437,559
Total Costs	\$118,707,754	\$126,239,821	\$202,919,764	\$179,118,582	(23,801,182)

<u>Staffing by Division</u>	1999-00	2000-01	2000-01	2001-02	
	Actual	Current	Adopted	Adopted	Difference
	Actual	Estimate	Budget	Budget	
Director's Office	11.11	12.20	11.50	16.00	4.50
Land Use Planning	14.80	15.00	15.00	16.00	1.00
Facility & Property Man	104.82	110.00	114.00	107.00	(7.00)
Animal Control	45.64	47.60	47.60	45.50	(2.10)
FREDS	42.18	50.00	52.00	51.00	(1.00)
Transportation	167.55	179.50	179.50	175.00	(4.50)
Emergency Mgt.	3.21	3.00	3.00	3.00	0.00
Accounting Entities	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	0.00
Total Staffing FTE's	389.31	417.30	422.60	413.50	(9.10)

Health

Department Services



Several groups oversee or advise the programs of the Health Department, including the Community Health Council, which provides oversight of federally funded primary care services and acts as the Budget Advisory Committee.

Additionally, the Health Department:

- Provides primary health care services for 90,500 users of medical and dental services at primary care centers, dental clinics, school based health centers, and correctional facilities.
- Provides home visits to high risk families, offering child abuse prevention, parenting skills training, and health education.
- Prevents and treats communicable diseases, such as tuberculosis, sexually transmitted diseases, hepatitis, and HIV.
- Inspects and regulates certain businesses, such as restaurants, and ancillary health care services, such as ambulance services.
- Advocates for the improved health of the community, particularly the medically underserved and disenfranchised.

Local policy discretion is limited by the regulation and policy direction associated with the various grantors that fund the department, including the federal and state governments.

Health

Budget Issues and Highlights

Budget Priorities and Criteria

The department established the following priorities for developing the budget within these financial constraints and operational assets:

- Minimize the impact of service reductions on access to health care for vulnerable people.
- Minimize the impact on the department's public health objective to address racial disparities in health outcomes.
- Focus on current activities and interventions that work.
- Maintain efforts to develop the infrastructure needed to support provision of quality services, and to better coordinate with and use countywide central support services.
- Maintain and enhance the Health Department's ability to generate revenues outside the General Fund by maximizing federal financial participation.

Revenue Enhancement and Service Restorations

The Health Department increased its projections for Federally Qualified Health Clinic reimbursements by \$4.3 million. Estimates are based on updating earlier projections with more current cost and visit data, new "reasonable" cost definitions, and by increasing partnerships with other safety net clinics throughout the state. The FY 2001 budget decision to assign a full-time position toward maximizing federal financial participation has met the goal of substantially increasing these resources.

Revenue enhancements allow the Health Department to restore service cuts that would have been necessary due to decreased General Fund, state, and grant resources.

These revenue enhancements allowed the Health department to continue and/or enhance the following services that otherwise would have been cut:

Primary Care:

- 4.4 Provider Teams \$1,197,000

Neighborhood Health:

- Partial restoration of the Healthy Birth Initiative \$400,100
- An OLDS field team in North Portland \$353,400
- School Based Health Clinic services \$272,000
- Parkrose School-Based Health Clinic \$247,100
- Head Lice Resource Team \$132,700

Disease Prevention & Control:

- STD Clinic Services \$340,500
- Hepatitis Integration (Hepatitis C) \$176,800
- Communicable Disease investigation, follow-up, and control \$64,900
- Saturday immunization/lead screening clinics \$35,500

Dental Services:

- School & Community Dental Services \$44,800

Facilities Increases for east county, north Portland, and Rockwood \$1,049,500
Total Services Restored with increased FQHC revenues: \$4,314,300

Health

Restructuring and Administrative Cuts

The department also made budget reductions as part of restructuring efforts and administrative cuts. These savings were shifted to cover cost increases in other areas of the Health Department.

- Contracting for Corrections Health Pharmacy services: (\$100,000)
- Eliminating the Office of Organizational Development: (\$400,000)
- Restructuring Support Services administration and services: (\$300,000)
- Total Administrative cuts: (\$800,000)**

Service Cuts

The department's remaining budget shortfalls were eliminated through the following service cuts. Additional information on program cuts by division can be found on the following pages.

- Program restructuring in the Neighborhood Health Division: (\$943,500)
- Lead Poisoning & Prevention program cuts: (\$457,000)
- Primary Care supply budgets cut: (\$270,000)
- State funds for relief nurseries cut: (\$140,000)
- STARS program cut: (\$102,500)
- Total Service cuts: (\$1,913,000)**

Planned Service Improvements that will not be implemented

The following service enhancements were planned for FY 2002, based on normal revenue and General Fund growth. These services will not be started in FY 2002.

- New school-based health clinic site: (\$362,000)
- WIC office in east county: (\$100,000)
- Total planned service expansions cut: (\$462,000)**

Changes in the FY 2002 Adopted Budget

The FY 2002 adopted budget makes the following additions and restorations to the Health Department's budget:

- Restores 4.5 FTE Community Health Workers with anticipated state revenue from the Oregon Children's Plan. \$217,370
- Adds one Olds Home Visiting Team with anticipated state revenue from the Oregon Children's Plan. \$421,700
- Moves 18.50 FTE from the department's information services program to the Department of Support Services as part of the County-wide restructuring of information services delivery. No net change in the budget.
- Adds 1.0 FTE, equipment, and supplies to assist with federal financial participation efforts county-wide. \$120,167
- Adds one-time-only Medicaid revenue pass-through to safety net clinics state-wide. \$5,500,000
- Restores Teen Connections and SKIP program cuts in the Neighborhood Health Division with re-programmed revenues from the Commission on Children, Families, and Community \$106,000

Health

Program Issues & Highlights

The Multnomah County Health Department is a major “safety net” provider of health services for the underinsured, uninsured, and those with barriers to access. Multnomah County’s 2001 Legislative Agenda places priority on the Oregon Health Plan and its goal of expanding universal health care access through a prioritization of services, rather than limiting eligibility. The Community Health Council encourages the County to support efforts that focus on the long-term stability of safety net clinics.

Safety Net Funding

Local and State solutions require the County to act as a leader and partner, as well as a provider and funder:

- The County is a leader and a partner in convening a broad set of providers and community stakeholders to address the problems of access to basic health services for low-income uninsured people. The Health Department has received a *Communities in Charge* grant from the Robert Wood Johnson Foundation to define the scope of the access problem, and in partnership with community stakeholders, policy makers and providers, identify preferred options for service delivery and financing. At the request of our community partners, *Communities in Charge* will become a tri-county effort. Currently, there are approximately 90,000 low-income uninsured people in the tri-county area.
- The Health Department is also partnering with several State agencies and the Oregon Primary Care Association to develop OCHIN, a state safety net information system
- Based on maximizing focused federal financial participation, the Health Department’s budget includes increased Medicaid reimbursement for federally qualified health clinics.

Lead Poisoning & Prevention Programs

Due to cuts in City of Portland funding, the Lead Poisoning Prevention Program will be reduced from 10.75 FTE to 0.75 FTE. In February 2001, the Health Department distributed the *Prevalence of Lead Dust Hazards Study*, which involved 125 English-speaking homes in North, Northeast, and Southeast Portland built before 1930. At the time of the study, the EPA limit was 400 micrograms in each gram of soil where a child might play. Based on lead soil concentrations, about 8,400 homes in these areas have outdoor lead hazards and over 1,700 children are at risk from lead in bare soil. This study concludes that most of the homes built before 1930 are likely to contain lead dust levels that may be hazardous, especially to children. The elimination of education, outreach and lead remediation services by the City will only exacerbate ethnic and racial health disparities.

Health

Pharmaceutical Pricing

New drug therapies have made HIV a chronic disease; innovative mental health medications have made possible treatment of mental illness on an outpatient basis with fewer side effects and better outcomes; pharmaceutical companies spent \$1.6 billion in 1999 (an increase of 1000% over spending in 1997) to advertise their products directly to consumers.

Pharmaceutical price increases along with substantial increased use of pharmaceuticals continues to create budgetary nightmares for private payers, insurers, employers, HMOs, and government programs. The Health Department works to contain costs in a number of ways:

Drug Formulary:

- The drug formulary limits the potential list of drugs, which are approved for use in clinics. The formulary drugs are approved based on effectiveness for the population, risk and cost (both acquisition and associated costs). County providers are given a printed formulary that compares products' indications for use, dosages and costs.

Group Purchasing:

- Multnomah County joined the Minnesota Multistate Contract Alliance for Pharmaceuticals (MMCAP) in 1992. MMCAP is comprised of 34 states and the city of Chicago and has a total purchasing volume of \$425 million/year. In addition to contracting for pharmaceuticals and related products, MMCAP has been an active voice on pricing issues at a national level. Recently, MMCAP actively opposed the merger of the four largest pharmaceutical wholesalers into two corporations and provided data to the FTC regarding a major generic manufacturer who purchased the raw materials for a group of drugs and then raised prices for those products several hundred percent.

Public Health Service Pricing:

- These are special "best price" national contracts that the County is eligible to use. These contracts are used when they are available for a product and the price is lower than other available pricing.

Revenues:

- County clinic pharmacies bill third party payers such as CareOregon for prescriptions. This revenue has been instrumental in helping to fund prescriptions for low-income self-pay clients (uninsured and those with no prescription benefit).

Corrections Health

The Health Department provides acute and chronic medical and dental care to Multnomah County's jail population. This population has a higher incidence of medical and mental health problems than the general population due to life style, social economic level and neglect. Since 1994, the number of mentally ill identified at booking has increased 41%; 80% have chemical substances in their systems. Pharmaceutical costs have increased significantly due to increased treatment requirements and unit costs. Older inmates and women inmates require more expensive treatments. Because State law does not allow inmates access to the Oregon Health Plan, the cost of providing medical and mental health treatment to inmates is supported entirely by the County's General Fund. The department continues to increase efficiencies and reduce costs in Corrections Health while maintaining quality of services.

Health

Diversity & Health Disparities

The Health Department's mission is to protect, promote and assure the health of all the people of Multnomah County.

To equitably and effectively address the unique needs of all the communities it serves, the department must conduct all of its activities in a culturally competent manner. This requires a diverse staff that reflects the communities the department serves, that fosters, respects and embraces differences, and that reaps the many organizational benefits, including cost efficiencies and quality service, of employing a diverse staff.

To accomplish its mission, the department has a social justice-based imperative to recognize and address adverse health impacts associated with racism, bigotry, and other forms of disparate treatment arising from cultural and individual differences.

The Department is developing strategic directions which include:

- Adoption of cultural diversity recruitment and retention goals
- Implementation of cultural competency standards for managers
- How the Department will address community initiatives, community mobilization and community capacity to address adverse health impacts associated with racism, bigotry, and disparate treatment.
- Monitoring progress on health outcome indicators and/or related interim measures.

Early Childhood Initiatives

The Health Department's budget will be re-aligned with the final funding of the Governor's Oregon Children's Plan.

The Department continues to identify and implement services that build on existing early childhood programs and support the County's Early Childhood vision.

- A system of services based on proven programs and best practices that is well integrated and coordinated, focused on the child, their family and their needs, and that supports a well trained and highly valued staff.
- A family that has the support needed to provide a nurturing environment can easily access needed services and feels supported by the community in raising their child
- A child who is physically and emotionally healthy, has a strong attachment to a caring adult, has a stimulating, engaging and safe environment, and is ready to learn.

The proposed cuts in the Neighborhood Health Division which is heavily dependent on County general funds will affect the County's ability to achieve Early Childhood vision and impact the County's benchmarks on reducing teen pregnancy, increasing access to health, mental health and substance abuse treatments, and ensuring children entering school meet developmental standards. The Health Department's budget will be re-aligned with the final funding of the Governor's Oregon Children's Plan; this will determine if we are able to restore or expand our community and home-based services.

Board Action: The adopted budget continues the North Portland Olds Home Visiting Team by re-prioritizing revenue sources within the department. Additionally, the budget contains an appropriation for a new Olds Home Visiting Team with anticipated state revenue from the Oregon Children's Plan.

Health

Primary Care Re-design

The Primary Care Division is currently working on reducing costs and improving customer service by the redesign of client visits and the central appointment system. The goal of this redesign is to reduce the time the client is in the clinic, decrease delays for routine primary care appointments and achieve at least 90% satisfaction ratings for patients, staff and providers. Currently, four clinics are participating in the redesign, with full implementation planned for June 2002. Improved productivity (more visits by the current number of provider teams) has been used in the assumption for projecting increased Medicaid reimbursements for federally qualified health clinics.

Board Action: The adopted budget contains a budget note directing the department to monitor the client flow and access issues in the County's primary care clinics, and return to the Board quarterly with an update. Should budgeted fee revenues fail to materialize after the first quarter, the department is to return with proposed program reductions to take effect immediately

Additionally, the FY 2002 budget contains one-time-only appropriations to equip new primary clinics opening in east Multnomah County and in north Portland.

Administrative Cuts and Restructuring

Significant cuts have been proposed in response to the County's budget constraints, both in direct Health Department services and in the infrastructure that supports direct services. With infrastructure cuts, the department's focus was on maintaining business systems and grant development capacity that support the department's ability to bring in resources outside the County's General Fund and to increase administrative effectiveness and efficiencies. Administrative cuts in the Director's Office will be offset by collaborating with the County's Office of Organizational Learning and with the Public Affairs Office as well as building capacity among all staff.

Board Action: The adopted budget appropriates \$120,167 in Medicaid fee revenue to pay for 1.0 FTE, equipment, and supplies in support of federal financial participation efforts county-wide.

Health

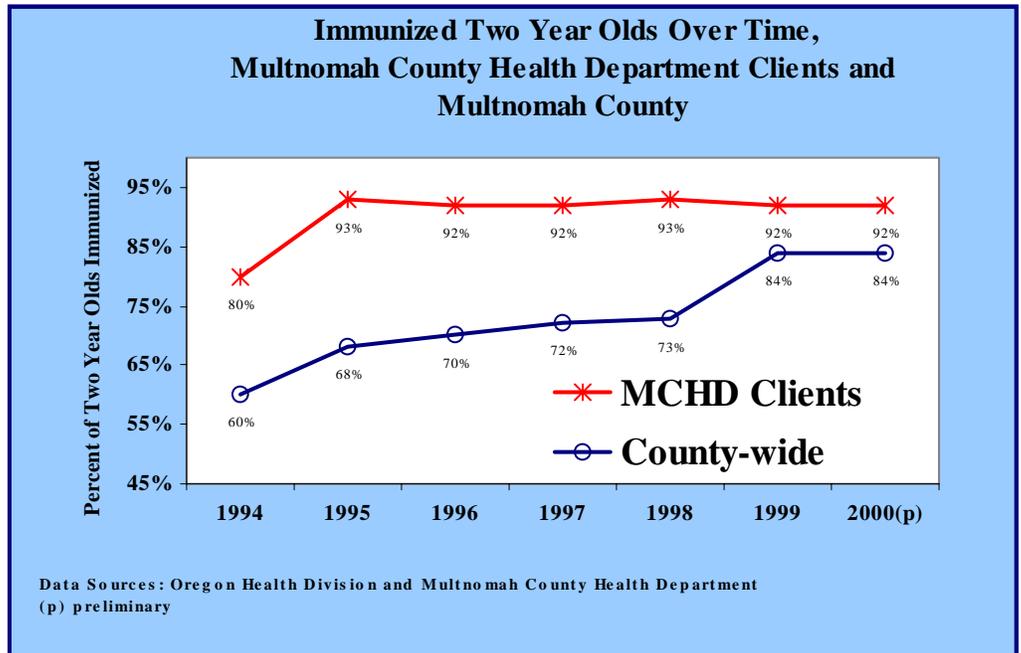
Department Performance Trends

The Health Department's performance trends address the following key elements of the department's strategic plan:

- Improve key community health indicators as measured by specific risk factors, morbidity and mortality rates with special focus on racial and ethnic disparities in health status..
- Assure dignified access to needed health care.

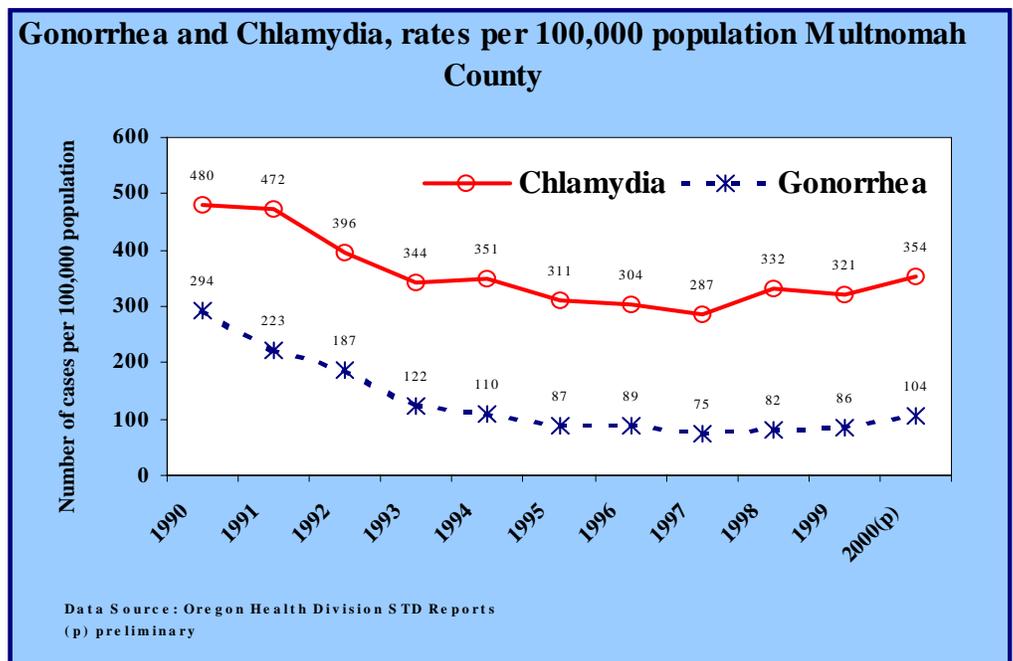
Immunized Two Year Olds

Immunization rates for two year olds are high in the County and among Health Department clients.



Gonorrhea and Chlamydia Rates

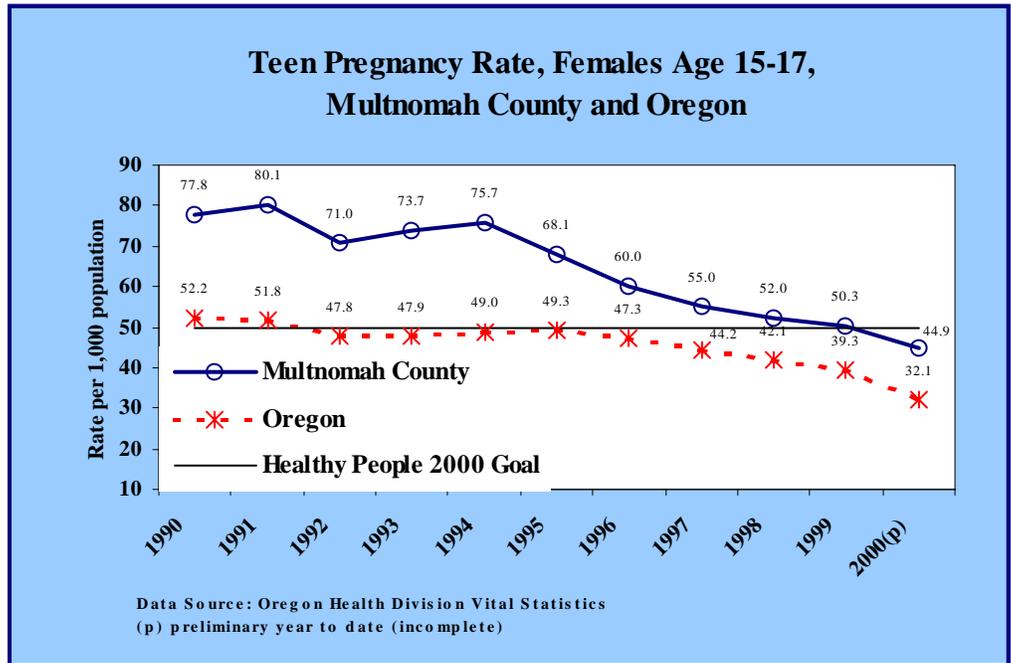
After declining from 1990 through 1997, Gonorrhea and Chlamydia rates have risen in recent years.



Health

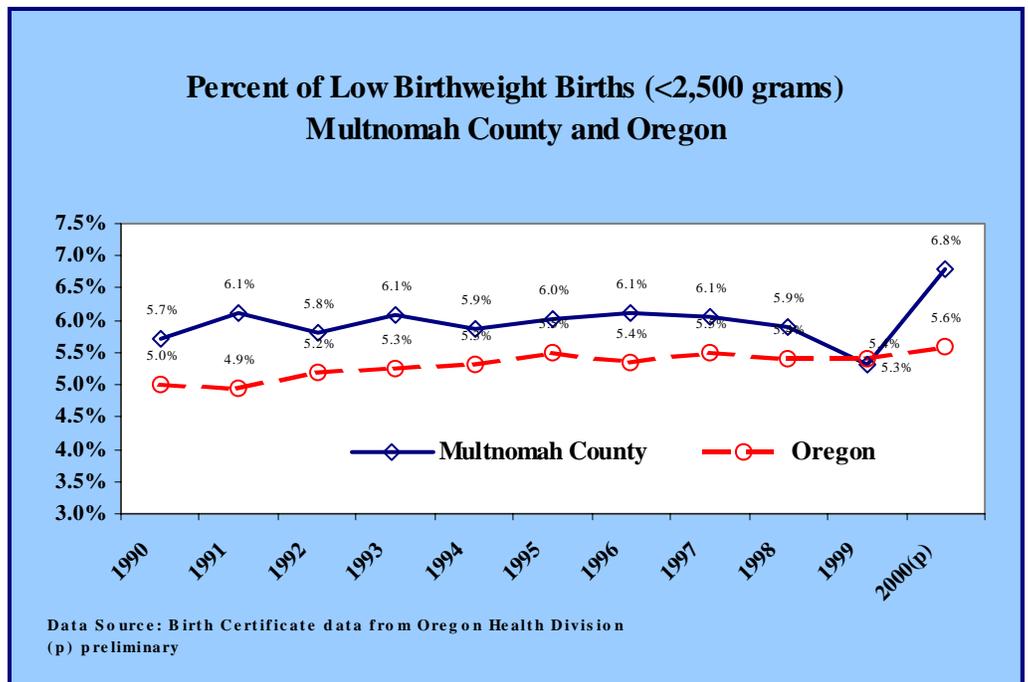
Teen Pregnancy Rate, Females 15-17

The Healthy People target of 50 pregnancies per 1,000 females age 15-17 was met for the state in 1992 and for Multnomah County in 1999. The new Healthy People 2010 goal is 43 pregnancies per 1,000.



Percent of Low Birthweight Births

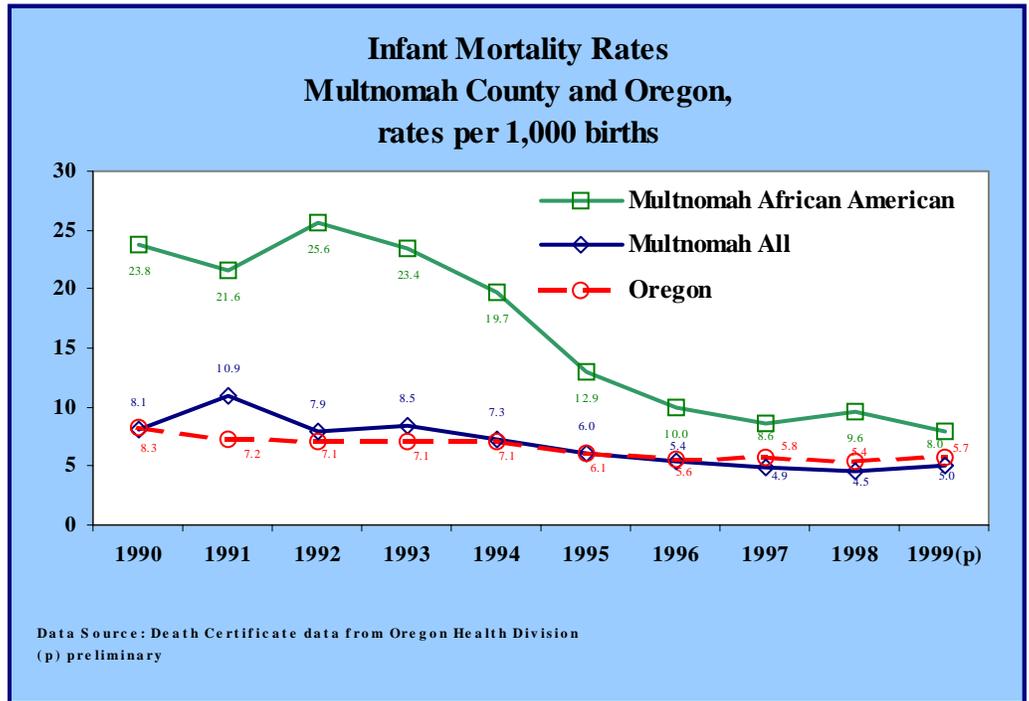
Low birthweight births remain about 6% of all births. The 6.8% in 2000 is a preliminary number and likely reflects an increase in the number of multiple births at OHSU.



Health

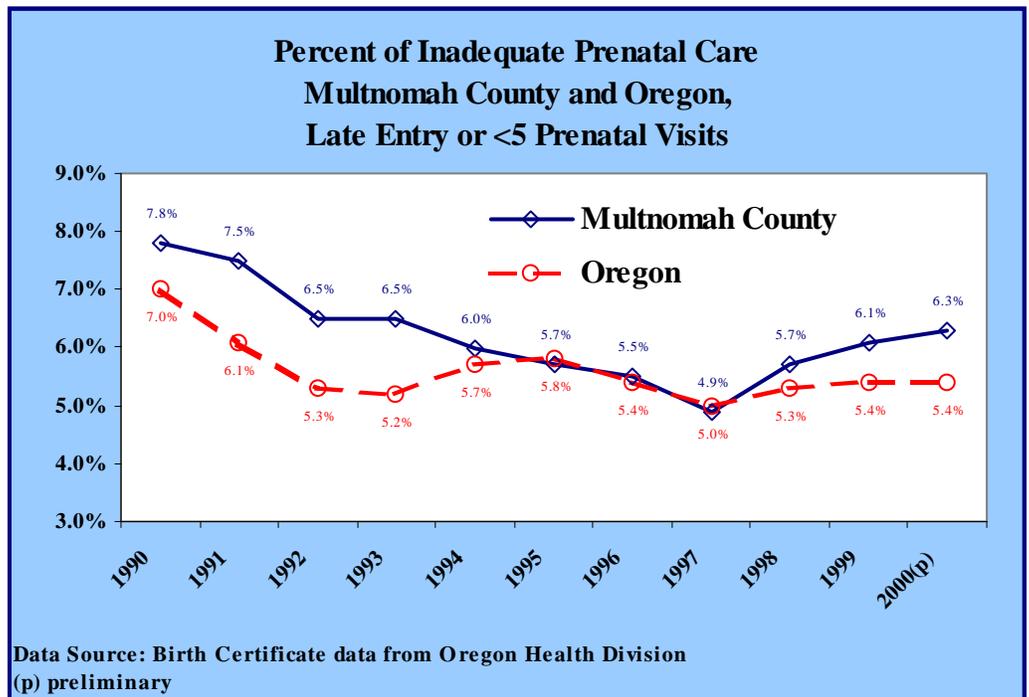
Infant Mortality Rates

Despite significant declines in African American infant mortality, African American rates continue to be higher than for the county as a whole.



Percent of Inadequate Prenatal Care

The percent of mothers with inadequate prenatal care declined steadily between 1990 and 1997. However, preliminary 2000 figures indicate a significant increase compared with 1997.



Health

Budget for FY 2002

The Health Department's FY 2002 approved budget is \$101,909,925.

<u>Budget Trends</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	803.75	898.60	914.95	925.83	10.88
Personal Services	\$51,028,002	\$54,957,324	\$58,342,761	\$61,779,366	\$3,436,605
Contractual Services	\$14,495,378	\$21,052,310	\$20,933,562	\$17,329,987	(\$3,603,575)
Materials & Supplies	\$23,852,403	\$24,989,063	\$24,946,456	\$22,726,963	(\$2,219,493)
Capital Outlay	<u>\$40,696</u>	<u>\$244,364</u>	<u>\$277,354</u>	<u>\$73,609</u>	<u>(\$203,745)</u>
Total Costs	\$89,416,479	\$101,243,061	\$104,500,133	\$101,909,925	(\$2,590,208)

<u>Costs by Division</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Director's Office	\$3,612,819	\$4,326,747	\$4,315,325	\$5,490,991	\$1,175,666
Health Officer	1,394,544	1,028,107	1,410,923	1,594,343	183,420
Disease Prevention	11,948,828	13,827,808	15,308,953	15,928,607	619,654
Neighborhood Health	15,509,726	16,904,298	17,898,272	16,060,811	(1,837,461)
Corrections Health	10,762,390	11,117,890	11,288,157	11,575,275	287,118
Dental Services	6,315,618	6,606,610	7,529,808	7,560,474	30,666
Primary Care	23,191,927	20,466,971	21,456,708	21,913,947	457,239
Support Services	8,080,947	9,322,562	9,289,187	8,813,033	(476,154)
Business Services	<u>8,599,680</u>	<u>17,642,068</u>	<u>16,002,800</u>	<u>12,972,444</u>	<u>(3,030,356)</u>
Total Costs	\$89,416,479	\$101,243,061	\$104,500,133	\$101,909,925	(\$2,590,208)

<u>Staffing by Division</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Director's Office	33.93	44.90	43.88	49.15	5.27
Health Officer	7.71	9.10	7.50	8.80	1.30
Disease Prevention	122.98	138.10	138.20	136.60	(1.60)
Neighborhood Health	164.15	186.50	193.26	191.63	(1.63)
Corrections Health	105.40	109.60	117.80	119.40	1.60
Dental Services	59.96	62.10	72.80	73.50	0.70
Primary Care	209.04	233.70	222.58	236.75	14.17
Support Services	43.21	47.50	52.03	51.85	(0.18)
Business Services	<u>57.37</u>	<u>67.10</u>	<u>66.90</u>	<u>58.15</u>	<u>(8.75)</u>
Total Staffing FTE's	803.75	898.60	914.95	925.83	10.88

Library

Department Services

The Department of Library Services offers the following services:

- Checks books and other library materials out at a Central Library, fourteen branch libraries, one cooperative library and through outreach services. Total circulation will be just over 13 million in FY 2001.
- Assists patrons in finding books and information.
- Selects, acquires, organizes and processes a wide variety of books and other materials on numerous subjects expressing wide-ranging points of view for people of all ages.
- Provides age appropriate materials and services for children and young adults.
- Provides materials and services to those county residents not able to come to county libraries or use conventional materials.

Total circulation reaches 13 million in 2000-01

The primary group with advisory or oversight responsibilities for programs of the Department of Libraries is the **Multnomah County Library Board**, as stated in County Ordinance 649. In addition, the Library Board is charged to serve as the CBAC (Citizen Budget Advisory Committee). The Library Board also works through the Library Foundation (a public charity conducting fundraising on behalf of the Library). The Friends of the Library offer advice and support on library matters, as do many members of the general public.

Budget Issues and Highlights

In November 1997, Multnomah County voters passed a five-year Local Option Levy to expand library hours. Beginning in 1998-99, libraries opened at least 53 hours a week, six days a week including Sunday afternoons. The levy also committed the Library to spending 15 percent of its operating budget on library materials.

Continuing the Library's Commitment

This budget represents the fourth year of that five-year levy. During this fourth year, all branches will be reopened and operational until the Hillsdale branch closes. Plus, three new branch libraries are expected to open and are funded in this budget: Fairview-Columbia, Northwest Portland and an unnamed library in the North Interstate Corridor area. During the first three years of the levy, the Library was able to manage spending in order to fund these later additions; those efforts will continue in this fourth year in order to sustain full operations at all locations for the fifth and final year.

Library users continue to enjoy more hours and more books in more locations

Though the Library's revenues have not been impacted to the degree felt by other county departments in this budget, the "fossil" levy was cut by \$1.2 million for FY 2002 and \$1.5 million was reduced from the Library's beginning fund balance in an earlier year of the levy. Though those losses have not been critical to this point, the final levy year may prove to be a challenge requiring review of those revenue losses.

Library

Finishing the Bond Projects

Two library construction projects are scheduled for completion in 2001-02: Hollywood and Sellwood-Moreland

In May 1996, Multnomah County voters passed a \$29 million General Obligation Bond measure to improve county branch libraries and to purchase computer equipment. Analysis of each branch library's functional and physical state determined that:

- All branch libraries except Midland (which opened in 1996) would be renovated, repaired or replaced; and
- Hillsdale, Hollywood, Sellwood and Woodstock branch libraries would be replaced with new, larger buildings.

Because of the extent of the work, each branch library closed during construction but projects were phased in so that nearby library service continued to be available. (The St. Johns Branch Library provided temporary library service by parking a bookmobile at the elementary school across the street from the library building.)

The Library has made significant progress on its renovation project. Of all the branches to be renovated, repaired or replaced under the 1996 bond, only Hillsdale, Hollywood and Sellwood remain to be completed. Hollywood and Sellwood should reopen during FY 2002, with Hillsdale to follow in FY 2003.

Extending the Promise

Library committed to target groups: Hispanic community; residents age 55 and older; small businesses and children

In September 2000, the Library finalized its five-year plan—setting specific, measurable goals and objectives for library services and programs through 2005. This five-year plan emphasizes library services to young children, students and teens, including commitments to:

- Provide emergent literacy and reading programs for babies, toddlers, preschoolers, children and young adults;
- Offer books and services that support children and youth and satisfy their personal reading interests and educational needs; and
- Partner with K-12 schools.

Research for the plan showed that three groups are growing rapidly in Multnomah County. These groups are senior citizens, Latinos and small businesses (with fewer than five employees). Thus, the plan also emphasizes expanding its services to these groups. Specifically, the library will:

- Help people 55 and older find books and library programs responsive to their needs;
- Help small businesses know about and use effectively library resources and services; and
- Provide current materials to Latinos and other Multnomah county residents in the languages they read, speak and understand.

Using the goals and objectives set out in the five-year plan as targets, the Library will chart its progress toward implementing the plan.

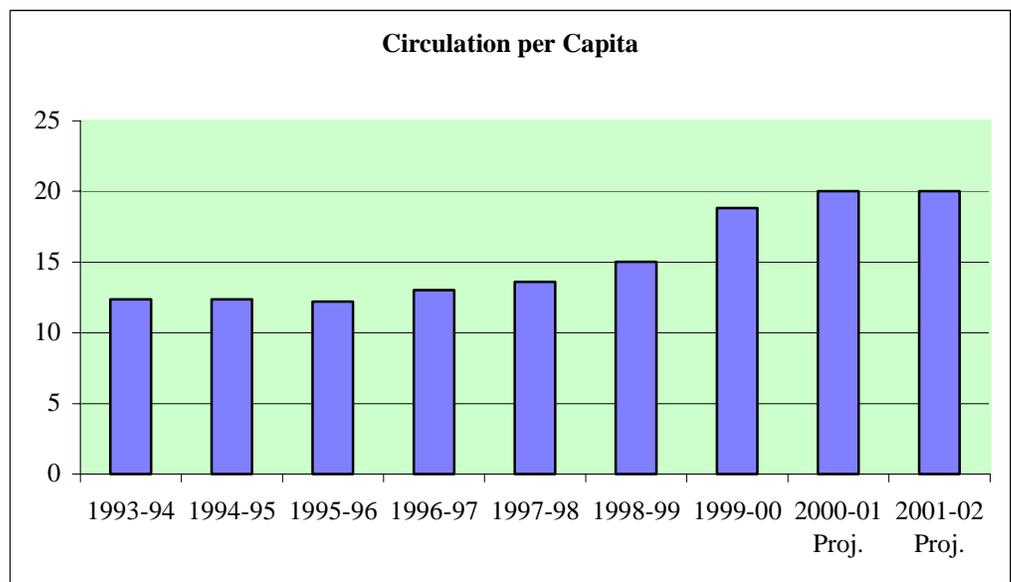
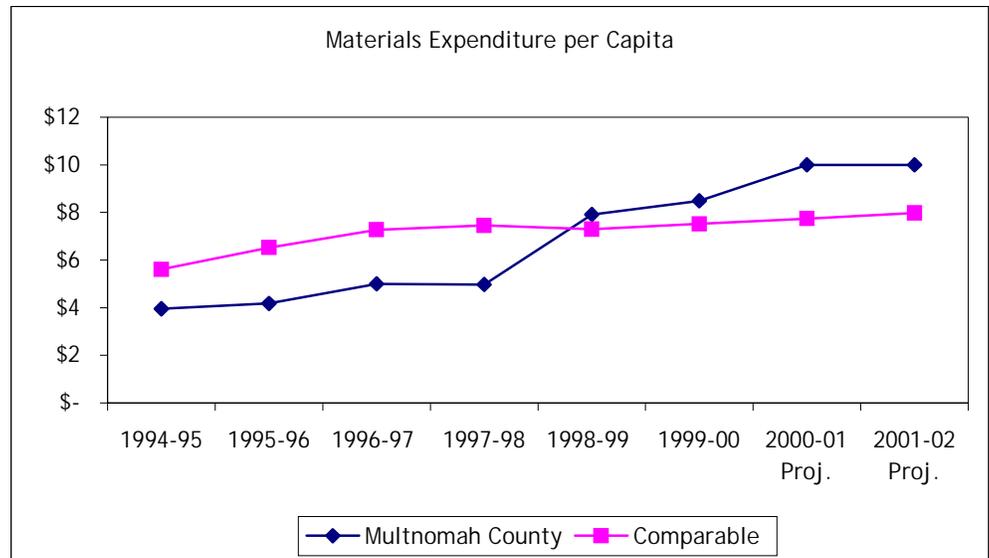
Library

Department Performance Trends

The following graphs show aspects of the effectiveness of the Multnomah County Library.

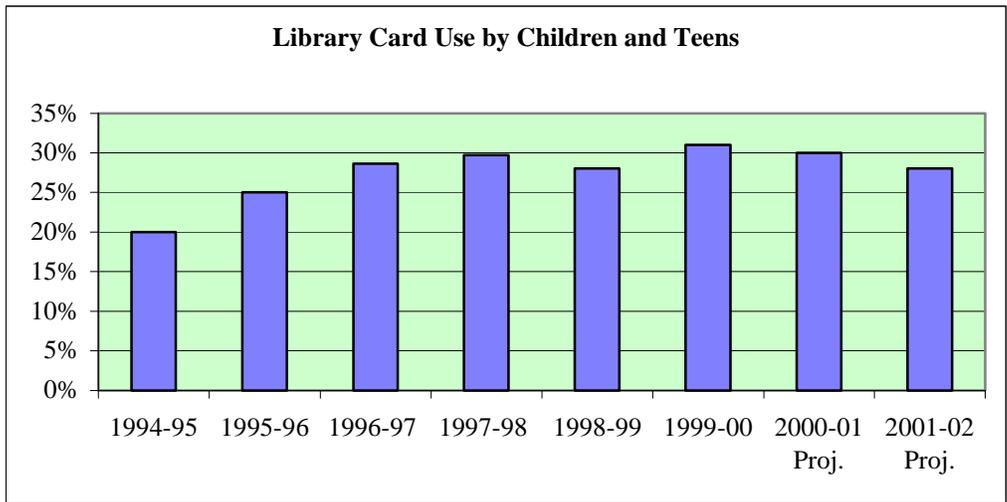
A hallmark of excellent libraries is the amount they spend annually on materials. Increased circulation makes such spending even more imperative, given the demands on the collection. Our materials expenditure per capita is now above the average for ten comparable libraries, meeting a long-standing goal to bring the materials expenditure up to the industry standard of 15% of the total operating budget.

This performance trend divides the total circulation by the County's population, resulting in a per capita number of items checked out. The average circulation per capita for our ten comparable libraries is 9.07; at 14.63, the Multnomah County Library collection enjoys much heavier than average use.

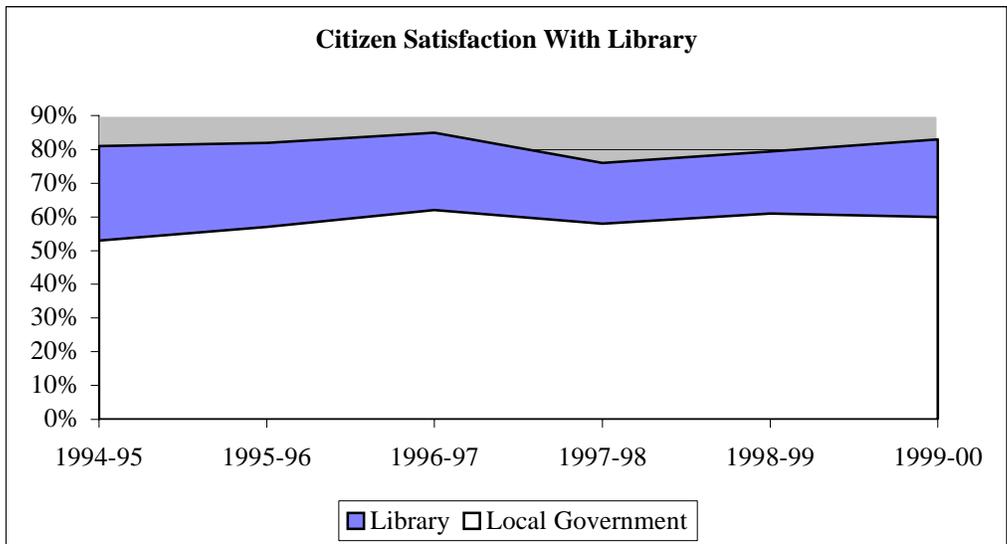


Library

This graph shows the percentage of the total county population aged 0-17 who used their library cards. The decline in youth library card use may reflect the growing trend by middle and upper grade students of turning to the World Wide Web to find answers to their homework questions.



This trend compares the scores of the Library with other local government services, and counts the percent of respondents who say they are “satisfied” or “very satisfied”. This trend indicates whether or not we are maintaining or increasing the historically high level of satisfaction with public library services.



Library

Budget for FY 2002

The Library's FY 2002 budget is \$47.7 million, a 2.6 percent increase from FY 2001. This increase is largely due to increased operating costs with new branches opening during FY 2002. The Library continues to provide the services included in the five-year local option levy passed by the voters in 1997.

Budget Trends	1999-00	2000-01	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
	Staffing FTE	434.28	479.02	481.52	
Personal Services	\$20,791,307	\$23,297,025	\$23,626,017	\$26,638,465	\$3,012,448
Contractual Services	1,210,851	1,430,512	1,604,364	2,575,337	970,973
Materials & Supplies	13,962,079	15,400,722	20,066,332	17,233,880	(2,832,452)
Capital Outlay	<u>\$446,957</u>	<u>\$118,000</u>	<u>\$1,220,449</u>	<u>\$1,300,000</u>	<u>\$79,551</u>
Total Costs	\$36,411,194	\$40,246,258	\$46,517,162	\$47,747,682	\$1,230,520

Costs by Division	1999-00	2000-01	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
	Director's Office	\$1,831,152	\$1,817,326	\$2,022,393	
Central Library	\$10,009,186	\$10,177,494	\$10,290,644	\$10,507,788	\$217,144
Community Services	\$9,386,696	\$11,751,148	\$12,450,030	\$13,152,639	\$702,609
Support Services	\$13,576,330	\$14,865,624	\$16,892,254	\$16,216,924	(\$675,330)
Outreach Services	\$1,497,112	\$1,530,581	\$1,754,916	\$2,484,527	\$729,611
Bond Projects	<u>\$110,718</u>	<u>\$104,085</u>	<u>\$3,106,925</u>	<u>\$2,996,171</u>	<u>(\$110,754)</u>
Total Costs	\$36,411,194	\$40,246,258	\$46,517,162	\$47,747,682	\$1,230,520

Staffing by Division	1999-00	2000-01	2000-01	2001-02	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
	Director's Office	12.72	12.40	14.90	
Central Library	171.45	174.75	174.75	172.25	(2.50)
Community Services	158.99	188.02	188.02	203.50	15.48
Support Services	69.62	79.60	79.60	89.75	10.15
Outreach Services	20.50	23.25	23.25	30.25	7.00
Bond Projects	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>(1.00)</u>
Total Staffing FTE's	434.28	479.02	481.52	510.25	28.73

Nondepartmental

Services Provided by Nondepart- mental Agencies and Organizations

Nondepartmental consists of the Chair of the Board, the Board of County Commissioners, the Auditor, County Attorney, Strategic Investment Program, the Public Affairs Office, Non-County Agencies, Independent Organizations, and Accounting Entities.

The Chair is also the Chief Executive Officer and administers all County programs except those under the Sheriff, Auditor, District Attorney, and the Board of County Commissioners. The Board of County Commissioners conducts all legislative activities of the County. It is responsible for adopting policies that guide the direction of the County's activities. The County Auditor conducts audits of County functions and makes recommendations for improving efficiency and effectiveness of County services. County Attorney provides legal services to all elected officials and County programs. The Public Affairs Office provides a centralized approach to current county public affairs responsibilities. Non-County Agencies include City/County organizations that are funded jointly by the City of Portland and Multnomah County and administered by the City, and independent agencies to which the County provides some funding.

Budget Issues and Highlights

For FY 2002, the Strategic Investment Program budget has been transferred to the Department of Sustainable Community Development.

The increase in the Commission on Children, Families, and Community's (CCFC's) budget reflects anticipated state revenue from the Oregon Children's Plan. This budget is a placeholder for distribution to program budgets after the Children's Plan elements are known later in the spring. This increase masks significant cuts to the CCFC program budget.

Nondepartmental

Budget for FY 2002

The Nondepartmental budget for FY 2002 is \$77,206,709. Expenditures increased slightly, the net effect of increased funding from the state for children's services and decreased funding due to lower Business Income tax receipts and the transfer of the Strategic Investment Program to the Department of Sustainable Community Development.

<u>Budget Trends</u>	1999-00	2000-01	2000-01	2001-02	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	77.83	81.48	83.48	82.30	(1.18)
Personal Services	\$5,404,088	\$6,092,082	\$6,277,508	\$6,263,120	(\$14,388)
Contractual Services	\$199,351,674	\$24,795,985	\$24,860,277	\$25,174,192	313,915
Materials & Supplies	\$32,215,960	\$43,878,259	\$43,923,113	\$44,769,397	846,284
Capital Outlay	<u>\$751,132</u>	<u>\$1,099,920</u>	<u>\$1,100,613</u>	<u>\$1,000,000</u>	<u>(100,613)</u>
Total Costs	\$237,722,854	\$75,866,246	\$76,161,511	\$77,206,709	\$1,045,198

<u>Costs by Division</u>	1999-00	2000-01	2000-01	2001-02	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Elected Officials	\$2,348,459	\$2,734,305	\$2,818,871	\$2,916,140	\$97,269
County Auditor	657,829	766,500	766,500	758,315	(8,185)
Independent County Org	3,014,152	3,274,728	3,376,008	3,464,794	88,786
Commission on Childre	1,598,307	2,986,171	3,095,590	3,858,527	762,937
Non-County Agencies	17,866,546	24,601,122	24,601,122	24,618,449	17,327
Accounting Entities	<u>212,237,561</u>	<u>41,503,420</u>	<u>41,503,420</u>	<u>41,590,484</u>	<u>87,064</u>
Total Costs	\$237,722,854	\$75,866,246	\$76,161,511	\$77,206,709	\$1,045,198

<u>Staffing by Division</u>	1999-00	2000-01	2000-01	2001-02	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Elected Officials	25.91	26.68	26.68	25.50	(1.18)
County Auditor	7.81	8.00	8.00	8.00	0.00
Independent County Org	34.24	35.80	35.80	36.60	0.80
Commission on Childre	8.87	10.00	12.00	11.30	(0.70)
Non-County Agencies	1.00	1.00	1.00	0.90	(0.10)
Accounting Entities	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Staffing FTE's	77.83	81.48	83.48	82.30	(1.18)

Sheriff's Office

Department Services: Core Business Processes

The Sheriff's Office offers the following services:

- **Offender management and confinement services** to match the offender to the most appropriate level of confinement or supervision based upon an assessment of risk to the community.
- **Community readiness services** to provide educational, work and social management skills to offenders confined to the Sheriff's Office correctional facilities in order to facilitate a successful re-entry into the community.
- **Intervention services** to promote community livability by responding to criminal activity through patrol and investigative activities.
- **Prevention services** through community policing to provide safe schools and communities.

Several groups have advisory responsibilities for programs of the Multnomah County Sheriff's Office. The Sheriff's Advisory Committee reviews policy issues and makes recommendations to the Sheriff. It also provides jail oversight and reviews policy, management, and issues related to the operation of our 5 jails. The Multnomah County Restitution Center (MCRC) Oversight Board makes recommendations on standards at the Restitution Center and assists in the screening of potential residents in the center. The Citizen's Budget Advisory Committee works with the Sheriff's Office budget staff to review and make recommendations about the budget.

Budget Issues and Impacts

Revenue shortfalls combined with increased labor costs created a significant variance between revenues available and current service level operations. This resulted in a budget constraint recommendation from the County budget office that reduced the Sheriff's current spending levels by \$7.2 million. Increased costs in service reimbursements of more than \$1 million resulted in the deficit increasing to \$8.4 million. In order to address these shortfalls, the following agency priorities were established:

The budget for FY 2002 required significant cuts in the Sheriff's budget

- Critical law enforcement and corrections services will not be reduced.
- Administrative services will be maintained at levels sufficient to support the business of the agency.
- An aggressive revenue policy to identify new revenues and maximize the assessment and collection of existing revenues

These strategies were successful in preserving all jail beds in the corrections system and ensuring basic law enforcement services such as Patrol, Detectives, and Special Investigations remained. Whenever possible, new revenues were identified to reduce the impact of program cuts and this resulted in an increase of \$4.8 million in new revenues. However, significant reductions of more than \$4 million were made that will affect the agency's ability to deliver services.

Sheriff's Office

Service Cuts

Some of the more critical cuts include:

- MCSO participation in the Child Abuse Team
- Cut School Resource Officers in Reynolds and Barlow School Districts
- Reduction in services for Courthouse Security through reduction in Facility Security Officers
- Reduction in East County Community Policing efforts through the elimination of two Community Service Officers.
- Reduction in inmate program services due to cuts of one Chaplain and one Corrections Counselor.

Changes in the Adopted Budget

The FY 2002 adopted budget contains the following restorations, changes, and carryover items in the Sheriff's Office budget:

- 0.75 FTE School Resource Officer and 1.0 FTE Community Services Officer, both serving east Multnomah County, are restored.
- \$1,377,823 is carried over for the Justice Center Booking Remodel project. This carryover is one-time-only for FY 2002.
- \$88,000 is carried over for mobile data terminals for patrol cars. This carryover is one-time-only for FY 2002.
- 4.0 FTE Deputy Sheriffs are restored to supervise work crews responsible for janitorial services within the Sheriff's Office facilities and for landscaping around all county facilities. These work crews will provide services that formerly were provided by contractors, and will be funded by a service reimbursement from DSCD-Facilities.

Pay to Stay Program

ORS 169.151 creates a county's authority to seek reimbursement up to a sixty dollars per diem maximum for any expenses incurred by the county or city in safekeeping and maintaining a convicted inmate. Known as "Pay to Stay" this program has been successfully implemented in five states and is currently operating in Malheur County, Oregon.

By requiring an inmate to make restitution for expenses incurred, Pay to Stay will teach inmates accountability and responsibility by imposing financial consequences for inappropriate behavior. Program designs will take into account ability to pay and unintended consequences such as unacceptable burdens on families. The expected \$1 million in new revenues derived from Pay to Stay will allow the Sheriff's Office to continue to fund inmate programs such as alcohol and drug, mental health, anger management, GED, etc., that otherwise would be at risk from funding shortfalls.

Operation of the Wapato Jail

In FY 2002 construction on the Wapato Jail will begin. It is anticipated that the facility will be completed and ready for occupancy in FY 2003. Operation of this 250 bed facility, along with its 300 alcohol and drug beds, will be dependant upon the successful development and passage of an operating levy. This levy will have to be passed during FY 2002 so that collection can begin in FY 2003.

Sheriff's Office

SB 1145

Although partially funded, cost of housing these inmates is \$6 million more than the county receives.

In 1996 a new community corrections act, SB 1145, went into effect. The law returns custody of felons with sentences of 12 months or less to local jails. In addition, inmate incarceration has grown from its original estimate of 330 inmates per day to an average of 500. At this time, neither the Governor nor the Oregon State Legislature has any plans to provide funding relief.

SB 1145 has had a significant impact on the Sheriff's Office. At times SB 1145 prisoners take up bed space that pushes us into the early release of prisoners. In addition, bed usage in excess of projections reduces bed availability to jurisdictions that are willing to pay the full cost for bed rentals.

Original projections of SB 1145 population management suggested that 75% of the population would be in jail while 25% would be in less expensive out-of-custody programs. Actual numbers have shown that 90% are in jail and 10% are in programs. Currently, the Sheriff's Office is working with the Department of Community Justice to determine ways to reduce the SB 1145 impact in the jails.

Strategically Driven Budget

Each Division of the Sheriff's Office has measurable indicators that support each core business process.

During the development of its strategic plan, the Sheriff's Office has recognized that it delivers services through four core business processes. These business processes include offender management and confinement services, community readiness services, and intervention and prevention services. Business processes transcend organizational structure and shift organizational perspective from vertical to horizontal. Although organizational hierarchy remains, business processes are not restricted to its vertical structure.

Core business processes are dependent upon grouping agency activities into continuums that support the core business processes (See "How the Department Delivers Its Services"). By impacting strategic issues that are important to the success of these processes, the agency is able to make strategic budget, expenditure and programming decisions.

Each Division of the Sheriff's Office has measurable indicators that support each core business process (see Division narratives). Each measure, when grouped with other Divisions' measurable indicators, becomes a component of an aggregate baseline for overall core business process measurement. Periodic measurement of the aggregate and comparison of the measurement to the baseline will provide information about program gains or losses.

Department Performance Trends

FY 02 will be the baseline year for establishing aggregate averages for each core business process. Therefore no reporting data is available for either performance trends or key results.

Sheriff's Office

Budget for FY 2002 The FY 2002 approved budget for the Sheriff's Office is \$145,553,475.

<u>Budget Trends</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	950.19	967.31	997.23	962.53	34.70
Personal Services	\$66,364,684	68,475,125.61	\$70,592,913	\$69,424,422	(\$1,168,491)
Contractual Services	3,023,515	3,296,778.77	\$3,398,741	\$2,755,129	(643,612)
Materials & Supplies	21,509,625	23,654,402.54	\$24,385,982	\$20,066,835	(4,319,147)
Capital Outlay	<u>223,086</u>	<u>52,311,116.42</u>	<u>\$53,928,986</u>	<u>\$53,307,089</u>	<u>(621,897)</u>
Total Costs	\$91,120,910	\$147,737,423	\$152,306,622	\$145,553,475	(\$6,753,147)

<u>Costs by Division</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Executive Office	\$7,458,052	\$8,193,575	\$8,446,985	\$7,561,901	(\$885,084)
Enforcement Division	13,739,769	12,720,623	13,114,044	12,191,117	(922,927)
Facilities Division	55,202,088	112,011,474	115,475,746	111,685,239	(3,790,507)
Support Services	<u>14,721,001</u>	<u>14,811,752</u>	<u>15,269,847</u>	<u>14,115,218</u>	<u>(1,154,629)</u>
Total Costs	\$91,120,910	\$147,737,423	\$152,306,622	\$145,553,475	(\$6,753,147)

<u>Staffing by Division</u>	1999-00	2000-01	2000-01	2001-02	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Executive Office	41.39	43.17	44.50	42.50	(2.00)
Enforcement Division	116.72	117.90	121.55	116.80	(4.75)
Facilities Division	593.20	603.07	621.72	605.52	(16.20)
Support Services	<u>198.88</u>	<u>203.18</u>	<u>209.46</u>	<u>197.71</u>	<u>(11.75)</u>
Total Staffing FTE's	950.19	967.31	997.23	962.53	(34.70)

Support Services

Department Services

The Department of Support Services (DSS) provides professional expertise, leadership and consultation in the following areas:

- Negotiation and administration of county labor agreements including interest and grievance arbitration. Development of ongoing communication and problem solving mechanisms for improving management/labor relations.
- Leadership and maintenance of the County's Diversity/ EEO and Affirmative Action Plan and training and assistance and consultation to managers concerning these issues.
- Leadership and management of the enterprise integrated information system (MERLIN)
- Countywide training to develop and improve management skills, to increase the organization's ability to use information technology effectively, to improve the skills of clerical and technical staff and support significant enterprise change initiatives.
- Management and purchase of health and other employee benefit programs and provision of wellness programs to maintain productivity and to contain health care costs.
- Consultation to departments and elected officials on technical and policy issues in the areas of organizational effectiveness, budget and finance, employee performance management and information technology.
- Insurance and loss control programs including Worker's Compensation and Risk Assessment, Safety assessment and training and planning for employee protection in emergency situations.
- Information technology services including operation of the data center, design and installation of new computer systems, maintenance of existing systems, network support for the county's wide area network and local area networks and telecommunication.
- Property appraisal and appeal, recording and tax collection services.
- Procurement services including contracts, purchasing and materiel management.
- Technical assistance to departments in budget preparation and evaluation, coordination of department evaluation efforts, and focus on evaluation of programs of countywide significance.
- Financial services including budget and revenue estimates, accounting services, management of cash and investments, debt issues, payroll and required reporting to internal and external users.
- And last but not least, the implementation and provision of our basic right to vote through the Elections Division.

Federal and state law and state and federal administrative requirements limit DSS discretion. The county charter also guides the provision of DSS services.

There are a variety of oversight and advisory groups with which the Department consults. The Department and its Divisions also form *ad hoc* groups for consideration of important customer issues.

Support Services

Budget for FY 2002

The Department of Support Services FY 2002 budget is \$107,700,114. This reflects a transfer of approximately seventeen million dollars of programs and 134 staff positions at midyear 2001 from the Department of Environmental Services.

Budget Trends	1999-2000 Actual	2000-01 Current Estimate	2000-01 Adopted Budget	2001-02 Adopted Budget	Difference
Staffing FTE	335.35	354.80	369.81	449.18	79.37
Personal Services	20,561,238	22,773,000	23,423,624	29,702,388	6,278,764
Contractual Services	10,548,418	3,195,940	3,395,306	6,738,156	3,342,850
Materials & Supplies	46,744,921	60,334,000	60,694,908	67,710,175	7,015,267
Capital Outlay	<u>2,872,162</u>	<u>3,816,430</u>	<u>3,865,382</u>	<u>2,518,345</u>	<u>(1,347,037)</u>
Total Costs	\$ 80,726,739	\$ 90,119,370	\$ 91,379,220	\$ 106,669,064	\$ 15,289,844

Costs by Division	1999-2000 Actual	2000-01 Current Estimate	2000-01 Adopted Budget	2001-02 Adopted Budget	Difference
Administration	\$590,253	\$312,000	\$335,165	\$282,015	(\$53,150)
Human Resources	\$25,331,818	\$33,468,000	\$33,742,331	\$38,927,746	\$5,185,415
Organizational Effective	\$9,730,541	\$5,564,000	\$5,639,195	\$2,799,519	(\$2,839,676)
Information Services	\$21,012,901	\$23,840,940	\$24,178,322	\$39,858,896	\$15,680,574
Community Business	\$9,646,916	\$11,123,750	\$11,341,218	\$10,548,705	(\$792,513)
Finance	\$11,110,574	\$12,507,680	\$13,612,557	\$14,009,540	\$396,983
Risk Fund	<u>\$3,303,736</u>	<u>\$3,303,000</u>	<u>\$2,530,432</u>	<u>\$242,643</u>	<u>(\$2,287,789)</u>
Total Costs	\$80,726,739	\$90,119,370	\$91,379,220	\$106,669,064	\$15,289,844

Staffing by Division	1999-2000 Actual	2000-01 Current Estimate	2000-01 Adopted Budget	2001-02 Adopted Budget	Difference
Administration	6.73	2.80	3.00	3.00	0.00
Human Resources	27.04	26.00	27.00	34.00	7.00
Organizational Effective	11.86	17.50	17.50	12.00	(5.50)
Information Services	69.61	78.00	85.50	181.00	95.50
Community Business	87.81	91.00	95.51	89.00	(6.51)
Finance	123.62	127.00	132.30	129.98	(2.32)
Risk Fund	<u>8.68</u>	<u>7.00</u>	<u>9.00</u>	<u>0.20</u>	<u>(8.80)</u>
Total Staffing FTE's	335.35	349.30	369.81	449.18	79.37

Summaries

Management Phone List

<i>Name</i>	<i>Function</i>	<i>Phone</i>
Board of County Commissioners		
Diane M. Linn <i>mult.chair@co.multnomah.or.us</i>	County Chair	(503)988-3308
John Rakowitz <i>john.a.rakowitz@co.multnomah.or.us</i>	Chief of Staff	(503)988-5137
John Ball <i>john.ball@co.multnomah.or.us</i>	Chief Operations Officer	(503)988-3958
Deb Bogstad <i>deborah.l.bogstad@co.multnomah.or.us</i>	Board Clerk	(503)988-3277
Delma Farrell <i>delma.d.farrell@co.multnomah.or.us</i>	Administrative Director	(503)988-3953
Diana Bianco <i>diana.m.bianco@co.multnomah.or.us</i>	Board Liaison/Policy Advisor	(503)988-5797
Debra Erickson <i>debra.j.erickson@co.multnomah.or.us</i>	Executive Assistant	(503)988-5772
Maria Rojo de Steffey <i>maria.rojodesteffey@co.multnomah.or.us</i>	Commissioner, District 1	(503)988-5220
Shelli Romero <i>shelli.d.romero@co.multnomah.or.us</i>	Chief of Staff	(503)988-5137
Cynthia Strickland <i>cynthia.a.strickland@co.multnomah.or.us</i>	Staff Assistant	(503)988-6796
Serena Cruz <i>serena.m.cruz@co.multnomah.or.us</i>	Commissioner, District 2	(503)988-5219
Mary P. Carroll <i>mary.p.carroll@co.multnomah.or.us</i>	Staff Assistant	(503)988-5275
Marie Dahlstrom <i>marie.e.dahlstrom@co.multnomah.or.us</i>	Staff Assistant	(503)988-6786
Lisa Naito <i>lisa.h.naito@co.multnomah.or.us</i>	Commissioner, District 3	(503)988-5217
Terri Naito <i>terri.w.naito@co.multnomah.or.us</i>	Staff Assistant	(503)988-4576
Charlotte Comito <i>charlotte.a.comito@co.multnomah.or.us</i>	Staff Assistant	(503)988-4576
Lonnie Roberts <i>lonnie.j.roberts@co.multnomah.or.us</i>	Commissioner, District 4	(503)988-5213
Gary Walker <i>gary.r.walker@co.multnomah.or.us</i>	Chief of Staff	(503)988-5213
Brett Walker <i>brett.t.walker@co.multnomah.or.us</i>	Staff Assistant	(503)988-5213

Management Phone List

<i>Name</i>	<i>Function</i>	<i>Phone</i>
<u>Departments</u>		
Aging & Disability Services		
Jim McConnell	Director	(503)988-3441
<i>jim.mcconnell@co.multnomah.or.us</i>		
Don Carlson	Admin. Svcs. Officer	(503)988-3764
<i>donald.e.carlson@co.multnomah.or.us</i>		
Community & Family Services		
Lorenzo Poe	Director	(503)988-3691
<i>lorenzo.t.poe@co.multnomah.or.us</i>		
Denise Chuckovich	Chief Deputy Director	(503)988-3691
<i>denise.e.chuckovich@co.multnomah.or.us</i>		
Kathy Tinkle	Deputy Director	(503)988-3691
<i>kathy.m.tinkle@co.multnomah.or.us</i>		
Community Justice		
Elyse Clawson	Director	(503)988-3338
<i>elyse.clawson@co.multnomah.or.us</i>		
Joanne Fuller	Deputy Director Juvenile Justice	(503)988-5599
<i>joanne.fuller@co.multnomah.or.us</i>		
Jim Rood	Deputy Director Adult Justice	(503)988-3163
<i>jim.rood@co.multnomah.or.us</i>		
Shaun Coldwell	Budget/Policy Manager	(503)988-3961
<i>shaun.m.coldwell@co.multnomah.or.us</i>		
Jann Brown	Information Services	(503)988-3544
<i>jann.o.brown@co.multnomah.or.us</i>		
County Auditor		
Suzanne Flynn	Auditor	(503)988-3163
<i>suzanne.j.flynn@co.multnomah.or.us</i>		
District Attorney		
Mike Schrunk	District Attorney	(503)988-3162
<i>michael.d.schrunk@co.multnomah.or.us</i>		
Scott Marcy	Senior Fiscal Specialist	(503)988-3610
<i>scott.marcy@co.multnomah.or.us</i>		
Sustainable Community Development		
Mike Oswald	Interim Director	(503)988-3355
<i>michael.l.oswald@co.multnomah.or.us</i>		
Mike Oswald	Deputy Director	(503)988-5001
<i>michael.l.oswald@co.multnomah.or.us</i>		
Bob Thomas	Fiscal Officer	(503)988-4283
<i>bob.c.thomas@co.multnomah.or.us</i>		
Dan Brown	Facilities Director	(503)988-3322
<i>dan.r.brown@co.multnomah.or.us</i>		

Management Phone List

<i>Name</i>	<i>Function</i>	<i>Phone</i>
Sustainable Community Development, <i>continued</i>		
Wanda Yantis <i>wanda.yantis@co.multnomah.or.us</i>	Business Operations Manager	(503)988-6595
Tom Guiney <i>tom.m.guiney@co.multnomah.or.us</i>	FREDS Director	(503)988-5353
Gary Hendel <i>gary.l.hendel@co.multnomah.or.us</i>	Animal Control Director	(503)988-7387
Kathy Busse <i>kathy.a.busse@co.multnomah.or.us</i>	Land Use Planning Director	(503)988-5651
Harold Lasley <i>harold.e.lasley@co.multnomah.or.us</i>	Transportation Manager	(503)988-5050
Doug McGillivray <i>doug.mcgillivray@co.multnomah.or.us</i>	Emergency Management	(503)793-3305
Health		
Lillian Shirley <i>lillian.m.shirley@co.multnomah.or.us</i>	Director	(503)988-3674
Carol Ford <i>carol.m.ford@co.multnomah.or.us</i>	Deputy Director	(503)988-3674
Tom Fronk <i>tom.r.fronk@co.multnomah.or.us</i>	Bus. & Admin. Svcs.	(503)988-3674
Dr. Gary Oxman <i>gary.l.oxman@co.multnomah.or.us</i>	Health Officer	(503)988-3674
Library		
Ginnie Cooper <i>ginnie.cooper@co.multnomah.or.us</i>	Director	(503)988-5403
Becky Cobb <i>becky.c.cobb@co.multnomah.or.us</i>	Support Services Administrator	(503)988-5499
Sheriff's Office		
Dan Noelle	Sheriff	(503)988-4400
Mel Hedgpeth <i>mel.l.hedgpeth@co.multnomah.or.us</i>	Undersheriff	(503)988-4301
Dan Oldham <i>daniel.h.oldham@co.multnomah.or.us</i>	Executive Assistant	(503)988-4325
Barbara Simon <i>barbara.m.simon@co.multnomah.or.us</i>	Executive Assistant	(503)988-4326
Larry Aab <i>larry.a.aab@co.multnomah.or.us</i>	Fiscal Officer	(503)988-4489

Management Phone List

<i>Name</i>	<i>Function</i>	<i>Phone</i>
Support Services		
Cecilia Johnson <i>cecilia.johnson@co.multnomah.or.us</i>	Director	(503)988-5880
Gail Parnell <i>gail.e.parnell@co.multnomah.or.us</i>	Deputy Director Labor Relations/HR	(503)988-3543
Dave Warren <i>dave.c.warren@co.multnomah.or.us</i>	Budget and Quality	(503)988-3822
Dave Boyer <i>dave.a.boyer@co.multnomah.or.us</i>	Deputy Director Finance	(503)988-3903
Lisa Yeo <i>lisa.m.yeo@co.multnomah.or.us</i>	Information Services Division	(503)988-3749
Tom Simpson <i>thomas.g.simpson@co.multnomah.or.us</i>	Community Business Operations	(503)988-3090
Shery Stump <i>sheryl.m.stump@co.multnomah.or.us</i>	Organizational Development	(503)988-3090