

ANNOTATED MINUTES

Tuesday, September 14, 1993 - 9:30 AM
Multnomah County Courthouse, Room 602

BOARD BRIEFINGS

- B-1 Discussion of Proposed Plan for Creating Family Service Centers. Presented by Chair Beverly Stein, Bill Farver and Norm Monroe.

INFORMATION SUBMITTED, PRESENTATION AND RESPONSE TO BOARD QUESTIONS BY CHAIR STEIN, BILL FARVER, CAROL WIRE AND MARY LI. DRAFT RESOLUTION SUBMITTED FOR BOARD CONSIDERATION ON SEPTEMBER 23, 1993.

- B-2 Update on Oregon Progress Board. Presented by Chair Beverly Stein and Duncan Wyse.

SLIDE PRESENTATION, EXPLANATION AND RESPONSE TO BOARD QUESTIONS BY CHAIR STEIN AND DUNCAN WYSE.

Tuesday, September 14, 1993 - 1:30 PM
Multnomah County Courthouse, Room 602

PLANNING ITEMS

Chair Beverly Stein convened the meeting at 1:30 p.m., with Vice-Chair Gary Hansen, Commissioners Tanya Collier and Dan Saltzman present and Commissioner Sharron Kelley excused.

- P-1 CS 2-93/WRG 2-93 ORDER DISMISSING APPEAL in the Matter of the Appeal by Clarence Mullican and Alta Racine from a Hearings Officer's Decision Denying an Application for a Marina, in Planning Division Files CS 2-93 and WRG 2-93

PLANNER MARK HESS EXPLANATION REGARDING NECESSITY FOR ORDER DISMISSING APPEAL AND ACCEPTING DECISION IN ORDER TO START CLOCK FOR SIX MONTH WAITING PERIOD BEFORE ANOTHER APPLICATION MAY BE SUBMITTED. COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF P-1. COUNSEL JOHN DuBAY CLARIFIED THAT TIMELINE BEGINS 10 DAYS AFTER DECISION IS FILED WITH CLERK. ORDER 93-308 UNANIMOUSLY APPROVED.

- P-2 DR 14-93/CU 5-91a Review the August 20, 1993 Appeal to the Planning and Zoning Hearings Officer of Two Planning Director Administrative Decisions in which the Hearings Officer Affirmed, Subject to a Condition, the Final Design Review Plan, and Affirmed the Determination of Substantial Development of a Non-Resource Dwelling Authorized by CU 5-91, for Property Located at 6125 NW THOMPSON ROAD. (A NOTICE OF REVIEW APPEALING DECISIONS HAS BEEN FILED.)

DECISION READ. MR. HESS REPORTED A NOTICE OF REVIEW APPEAL WAS FILED AND ADVISED OF RECOMMENDED HEARING DATE AND SCOPE OF REVIEW. COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, THAT AN APPEAL HEARING BE SCHEDULED FOR 1:30 PM, OCTOBER 12, 1993, ON THE RECORD, WITH TESTIMONY LIMITED TO 15 MINUTES PER SIDE. COMMISSIONER COLLIER EXPLANATION IN SUPPORT OF HER REQUEST THAT HEARINGS OFFICER BE AVAILABLE AT HEARING. MOTION UNANIMOUSLY APPROVED.

There being no further business, the meeting was adjourned at 1:40 p.m.

OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON

By Deborah C. Gustafson

Thursday, September 16, 1993 - 9:00 AM
Portland Building, 15th Floor Conference Room

EXECUTIVE SESSION

E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(h) for the Purpose of Consulting with Counsel Concerning Current Litigation.

RESCHEDULED FOR 9:00 AM, THURSDAY, SEPTEMBER 23, 1993.

Thursday, September 16, 1993 - 9:30 AM
Multnomah County Courthouse, Room 602

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:33 a.m., with Vice-Chair Gary Hansen, Commissioners Sharron Kelley and Tanya Collier present and Commissioner Dan Saltzman excused.

CONSENT CALENDAR

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-3) WAS UNANIMOUSLY APPROVED.

SHERIFF'S OFFICE

C-1 Application for Business Certificate as a Wrecker of Motor Vehicles with Recommendation for Approval, for GRESHAM LIGHT TRUCK PARTS, 28901 SE Dodge Park Boulevard, Gresham

- C-2 Application Renewal for Business Certificate as a Wrecker of Motor Vehicles with Recommendation for Approval, for R. S. DAVIS RECYCLING, INC., dba ORIENT AUTO PARTS, 28425 SE Orient Drive, Gresham

DEPARTMENT OF SOCIAL SERVICES

- C-3 RESOLUTION in the Matter of Authorizing Designees of the Mental Health Program Director to Direct a Peace Officer to Take an Allegedly Mentally Ill Person into Custody

RESOLUTION 93-309.

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 PROCLAMATION in the Matter of Proclaiming September 20 through October 29, 1993 as the Time for the CHARITABLE GIVING CAMPAIGN FOR MULTNOMAH COUNTY EMPLOYEES

PROCLAMATION READ. CAMPAIGN MANAGEMENT CHAIR KAREN MAYFIELD PRESENTATION AND INTRODUCTION OF COUNTY CAMPAIGN REPRESENTATIVES GLENN HARDING, KATHY WALLIKER, VIRGINIA BAUGH, THERESA SULLIVAN, ELLA SEELY, CHRIS JOHNSON, BONNIE TESCHNER, CHRIS CAMERON, IRENE KHAVARI AND PHIL CLIFFORD. MS. MAYFIELD INTRODUCED DON SKINNER OF ENVIRONMENTAL FEDERATION OF OREGON, GILLIAN HIBBS OF INTERNATIONAL SERVICE AGENCIES, JOHN COWLEY OF BLACK UNITED FUND OF OREGON, KAREN KEENEY AND JO DURAND OF EQUITY FOUNDATION AND JANET SIMON OF UNITED WAY OF COLUMBIA-WILLAMETTE. COMMISSIONER KELLEY COMMENTS REGARDING GENEROSITY OF COUNTY EMPLOYEES. UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, PROCLAMATION 93-310 UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 Second Reading and Possible Adoption of an ORDINANCE Amending Multnomah County Code Chapter 9.30 [Increasing Plumbing Permit Fees to be Consistent with Fees Adopted by the City of Portland]

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. HEARING HELD, NO ONE WISHED TO TESTIFY. UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, ORDINANCE 775 UNANIMOUSLY APPROVED.

- R-3 PUBLIC HEARING and Consideration of an ORDER in the Matter of the Transfer of Tax Foreclosed Property to the City of Portland, Bureau of Parks and Recreation, for a Public Purpose

HEARING HELD, NO ONE WISHED TO TESTIFY. UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY

**COMMISSIONER KELLEY, ORDER 93-311 UNANIMOUSLY
APPROVED.**

- R-4 PUBLIC HEARING and Consideration of an ORDER in the Matter of the Transfer of Tax Foreclosed Property to the City of Portland, Department of Public Works, for a Public Purpose

**HEARING HELD, NO ONE WISHED TO TESTIFY. UPON
MOTION OF COMMISSIONER HANSEN, SECONDED BY
COMMISSIONER KELLEY, ORDER 93-312 UNANIMOUSLY
APPROVED.**

DEPARTMENT OF SOCIAL SERVICES

- R-5 Ratification of Intergovernmental Agreement Contract 103604 Between Multnomah County, Mental Health, Youth, and Family Services Division's Office of Child and Adolescent Mental Health, and Portland Public School District No. 1, for the Purpose of Conveying \$400,000 in Partners Project Funds to the School District to Provide Five Behavior Management Specialist Positions in the Special Education Department, for the Period August 15, 1993 through June 30, 1994

**DSS DIRECTOR GARY NAKAO EXPLANATION AND
INTRODUCTION OF PARTNERS PROJECT MANAGER ELLEEN
DECK. COMMISSIONER KELLEY MOVED AND
COMMISSIONER HANSEN SECONDED, APPROVAL OF R-5.
DR. NAKAO AND MS. DECK EXPLANATION IN RESPONSE
TO BOARD QUESTIONS. R-5 UNANIMOUSLY APPROVED.**

- R-6 Continued Second Reading and Possible Adoption of an ORDINANCE Amending Multnomah County Code 8.90 Pertaining to the Licensing of Adult Care Homes

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES
AVAILABLE. COMMISSIONER COLLIER MOVED AND
COMMISSIONER KELLEY SECONDED, APPROVAL OF R-6.
VICE-CHAIR HANSEN INTRODUCED PROPOSED AMENDMENT
TO PAGE 1, SECTION II. TESTIMONY IN SUPPORT OF
PROPOSED ORDINANCE FROM KURT ENGELSTAD, KATHY
WALKER, PETER MOLDOVAN, DEANNA GWIN, BRENDA
COLLINS, ORNAHEE FARRIS, JANET ABILA, JIM
GARRETT, KAREN ALTERBERG, RAMONA CRET, CECIL
POSEY, ANNIE LUPE AND ERIKA COVACIU. TESTIMONY
IN OPPOSITION TO PROPOSED RATE INCREASE FROM
JEAN PROCTOR, RICK DAVISON, SANDI ROGERS, DAVE
FOSTER AND MICHAEL VERNON. ASD DIRECTOR JIM
McCONNELL AND ADULT CARE HOME PROGRAM MANAGER
STEVE BALOG RESPONSE TO CITIZEN AND BOARD
QUESTIONS. COMMISSIONER HANSEN MOVED AND
COMMISSIONER KELLEY SECONDED, APPROVAL OF
AMENDMENT TO PAGE 1, SECTION II. BOARD
DISCUSSION AND COMMENTS. AMENDMENT FAILED WITH
COMMISSIONERS KELLEY AND HANSEN VOTING AYE AND
COMMISSIONERS COLLIER AND STEIN VOTING NO.
VICE-CHAIR HANSEN COMMENTS IN OPPOSITION TO
PROPOSED ORDINANCE. CHAIR STEIN REPORTED GARY
BLACKMER WILL BE CONDUCTING A PROGRAM AUDIT AND
SUGGESTED THE BOARD REVISIT THE MATTER**

THEREAFTER. ORDINANCE 775 APPROVED, WITH COMMISSIONERS KELLEY, COLLIER AND STEIN VOTING AYE AND COMMISSIONER HANSEN VOTING NO.

NON-DEPARTMENTAL
MANAGEMENT SUPPORT

- R-7 Budget Modification NOND #3 Requesting Approval of a Job Reclassification from an Office Assistant 2 to a Senior Office Assistant within the Purchasing Division Budget

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-7. PURCHASING MANAGER LILLIE WALKER EXPLANATION AND RESPONSE TO QUESTIONS OF COMMISSIONER COLLIER. R-7 UNANIMOUSLY APPROVED.

- R-8 Ratification of Intergovernmental Agreement Contract 500174 Between Multnomah County and the State of Alaska, Division of General Services and Supply, to Allow Alaska's Contract with Government Computer Sales for the Purchase of Micro Computer Systems and Peripherals to be Used by Multnomah County in Accordance with the State of Alaska Bid #13440

UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, R-8 WAS UNANIMOUSLY APPROVED.

PUBLIC COMMENT

- R-9 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

DEPARTMENT OF ENVIRONMENTAL SERVICES

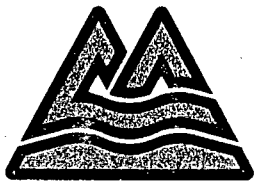
- R-10 PUBLIC HEARING and Consideration of an ORDER in the Matter of the Transfer of Tax Foreclosed Property to the Northeast Community Development Corporation for Low Income Housing [to be Used in the Nehemiah Housing Opportunity Program]

BOARD DISCUSSION. UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, IT WAS UNANIMOUSLY APPROVED THAT R-10 BE CONTINUED TO THURSDAY, SEPTEMBER 23, 1993.

There being no further business, the meeting was adjourned at 11:00 a.m.

OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON

By Deborah C. Bogstad



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 S.W. FIFTH AVENUE
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS

BEVERLY STEIN •	CHAIR •	248-3308
DAN SALTZMAN •	DISTRICT 1 •	248-5220
GARY HANSEN •	DISTRICT 2 •	248-5219
TANYA COLLIER •	DISTRICT 3 •	248-5217
SHARRON KELLEY •	DISTRICT 4 •	248-5213
CLERK'S OFFICE •	248-3277 •	248-5222

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

SEPTEMBER 13 - 17, 1993

Tuesday, September 14, 1993 - 9:30 AM - Board Briefings. . .Page 2

Tuesday, September 14, 1993 - 1:30 PM - Planning Items . . .Page 2

Thursday, September 16, 1993 - 9:00 AM - Executive Session .Page 2

Thursday, September 16, 1993 - 9:30 AM - Regular Meeting . .Page 3

Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen at the following times:

Thursday, 10:00 PM, Channel 11 for East and West side subscribers

Thursday, 10:00 PM, Channel 49 for Columbia Cable (Vancouver) subscribers

Friday, 6:00 PM, Channel 22 for Paragon Cable (Multnomah East) subscribers

Saturday 12:00 PM, Channel 21 for East Portland and East County subscribers

INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222 OR MULTNOMAH COUNTY TDD PHONE 248-5040 FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.

Tuesday, September 14, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

BOARD BRIEFINGS

- B-1 Discussion of Proposed Plan for Creating Family Service Centers. Presented by Chair Beverly Stein, Bill Farver and Norm Monroe. 9:30 AM TIME CERTAIN, ONE HOUR REQUESTED.
- B-2 Update on Oregon Progress Board. Presented by Chair Beverly Stein and Duncan Wyse. 10:30 AM TIME CERTAIN, ONE HOUR REQUESTED.

Tuesday, September 14, 1993 - 1:30 PM

Multnomah County Courthouse, Room 602

PLANNING ITEMS

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- P-2 DR 14-93/CU 5-91a Review the August 20, 1993 Appeal to the Planning and Zoning Hearings Officer of Two Planning Director Administrative Decisions in which the Hearings Officer Affirmed, Subject to a Condition, the Final Design Review Plan, and Affirmed the Determination of Substantial Development of a Non-Resource Dwelling Authorized by CU 5-91, for Property Located at 6125 NW THOMPSON ROAD. (A NOTICE OF REVIEW APPEALING DECISIONS HAS BEEN FILED.)

Thursday, September 16, 1993 - 9:00 AM

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Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

SHERIFF'S OFFICE

- C-1 Application for Business Certificate as a Wrecker of Motor Vehicles with Recommendation for Approval, for GRESHAM LIGHT TRUCK PARTS, 28901 SE Dodge Park Boulevard, Gresham
- C-2 Application Renewal for Business Certificate as a Wrecker of Motor Vehicles with Recommendation for Approval, for R. S. DAVIS RECYCLING, INC., dba ORIENT AUTO PARTS, 28425 SE Orient Drive, Gresham

DEPARTMENT OF SOCIAL SERVICES

- C-3 RESOLUTION in the Matter of Authorizing Designees of the Mental Health Program Director to Direct a Peace Officer to Take an Allegedly Mentally Ill Person into Custody

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 PROCLAMATION in the Matter of Proclaiming September 20 through October 29, 1993 as the Time for the CHARITABLE GIVING CAMPAIGN FOR MULTNOMAH COUNTY EMPLOYEES (9:30 AM TIME CERTAIN, 10 MINUTES REQUESTED)

DEPARTMENT OF ENVIRONMENTAL SERVICES

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*Specialist Positions in the Special Education Department,
for the Period August 15, 1993 through June 30, 1994*

- R-6 Continued Second Reading and Possible Adoption of an
ORDINANCE Amending Multnomah County Code 8.90 Pertaining to
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MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 S.W. FIFTH AVENUE
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS

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TANYA COLLIER •	DISTRICT 3 •	248-5217
SHARRON KELLEY •	DISTRICT 4 •	248-5213
CLERK'S OFFICE •	248-3277 •	248-5222

SUPPLEMENTAL AGENDA

Thursday, September 16, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-10 *PUBLIC HEARING and Consideration of an ORDER in the Matter of the Transfer of Tax Foreclosed Property to the Northeast Community Development Corporation for Low Income Housing [to be Used in the Nehemiah Housing Opportunity Program]*

0266C/43/db
9/10/93

SHARRON KELLEY
Multnomah County Commissioner
District 4



Portland Building
1120 S.W. Fifth Avenue, Suite 1500
Portland, Oregon 97204
(503) 248-5213

MEMORANDUM

TO: Clerk of the Board
Board of County Commissioners

FROM: Sharron Kelley *SK*

RE: Early Departure from Board Meeting

DATE: September 8, 1993

I will be departing early from the Board meeting on September 14, 1993, for a prior scheduled speaking engagement at the Gresham Chamber.

9/14/93 CO Kelley left at 11:15 am

1701L-20

1993 SEP - 8 PM 4:22
MULTNOMAH COUNTY
OREGON
CLERK OF BOARD
COUNTY COMMISSIONER

MEETING DATE: SEP 14 1993

AGENDA NO: B-1

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Briefing - Family Service Centers

BOARD BRIEFING Date Requested: 9-14-93

Amount of Time Needed: 1 Hour 9:30 TIME CERTAIN REQUESTED

REGULAR MEETING: Date Requested: _____

Amount of Time Needed: _____

DEPARTMENT: Nondepartmental

DIVISION: County Chair's Office

CONTACT: Beverly Stein

TELEPHONE #: X-3308

BLDG/ROOM #: 106/1410

PERSON(S) MAKING PRESENTATION: Beverly Stein, Bill Farver, Norm Monroe

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

Discussion of proposed plan for creating Family Service Centers

BOARD OF
COUNTY COMMISSIONERS
SULTHAM COUNTY
OREGON
1993 SEP -8 PM 4:55

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

OR

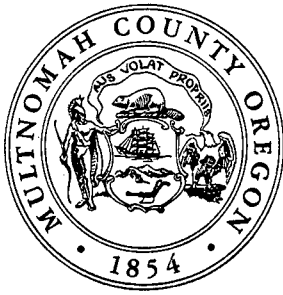
DEPARTMENT MANAGER: _____

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277/248-5222

0516C/63

6/93



Beverly Stein, Multnomah County Chair

Room 1410, Portland Building
1120 S.W. Fifth Avenue
P.O. Box 14700
Portland, Oregon 97204
(503) 248-3308

BRIEFING TO THE BOARD ON FAMILY SUPPORT CENTERS TUESDAY SEPTEMBER 14, 1993

- I. OVERVIEW - Beverly Stein
- II. FAMILY SUPPORT CENTERS
 - A. Goals - Questions Posed - Beverly
 - B. Review status of Integrated Services System and plans to develop consistent approach - Norm Monroe
 - C. Resolution - Parent Child Development Centers - cost clarification - Bill Farver, Carol Wire, Mary Li (copies)
 - D. Comprehensive Youth Planning Process - Commission, Mary, Carol, Norm
 - E. Board Involvement - Organizing around each Center - What Works Briefing - next Tuesday - Orin Bolstead -
 - How Board can help build community support
 - What makes the Family Support Centers successful
- III. REORGANIZATION LOGISTICS - Bill Farver
 - A. Transition - October 15 - Project Save - Howard
 - B. New positions created
 - Hiring process - Melinda Petersen
 - Director, Children and Families Division
 - Director, Commission on Children and Families
 - Involvement - staff from Divisions, Board, Community, Commission
 - C. Informing Employees and Community
 - Meetings
 - Letter
 - Children and Youth Services Commission - meeting tonight
 - D. New Commission on Children and Families
 - New appointments - Pauline Anderson, Board, Community - Rhys Scholes
- IV. INTRODUCTION TO PROGRESS BOARD BRIEFING - Beverly
 - Family and Education Benchmarks and Family Support Centers





Beverly Stein, Multnomah County Chair

Room 1410, Portland Building
1120 S.W. Fifth Avenue
P.O. Box 14700
Portland, Oregon 97204
(503) 248-3308

SOCIAL SERVICES REORGANIZED AND FAMILY SUPPORT INITIATED

September 13, 1993

Today I am announcing a set of actions which advance three of my goals as Multnomah County Chair. These goals are:

- * streamlining government by eliminating unnecessary layers,
- * redirecting funds from administration into direct services,
and
- * improving the lives of children and families by offering
coordinated assistance to families in their
neighborhoods.

To accomplish these goals I am taking the following actions:

- * reorganizing the Department of Social Services so the
divisions in that department report directly to me
thereby eliminating a layer of government,
- * creating a new Children and Families Division by combining
the Mental Health, Youth and Families programs and the
Housing and Community Services programs, and
- * using the approximately \$300,000 made available from this
reorganization to fund Parent/Child Development Centers
as part of our effort to form comprehensive Family
Support Centers throughout Multnomah County communities.

I am very sorry that these actions will result in loss of employment to several administrative personnel. The changes I am



making are not meant to reflect on the abilities or commitment of these managers. This was a tough decision, but I am convinced this is the right thing to do.

I am taking these dramatic steps because I think responding to the needs of children and families is critical. If we expect our community to thrive in the future our children must have hope. For children to have hope families must be supported and strengthened. For families to succeed they need to live in communities prepared and willing to respond to their needs. Strong families, hopeful children living in safe communities are the ticket to a positive future.

The reorganization I am announcing today is significant but it really pales in front of the long range objective it supports -- a Family Support Network throughout Multnomah County. "Family Support" is a better way of providing services and we want it to replace the less desirable aspects of traditional service delivery.

The principles of Family Support include emphasizing prevention of problems, outreaching to families, focusing on family capacity not deficit, and providing comprehensive services. Family support works best when it is firmly anchored in the community. Recognizing this we will be building our family support system hand in hand with the community.

In Multnomah County we have some important building blocks for a comprehensive family support system:

- * Six integrated service districts where county services are being coordinated,
- * Six community based Child and Youth Centers in these

districts funded by the county

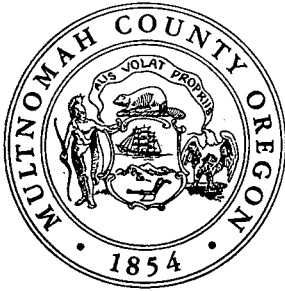
- * Parent/Child Development Services at three of the six centers, and
- * Many collaborative efforts like the Teen Parent Program here at Monroe where an amazing array of funds and programs are coordinated to provide services to teen parents.

Directing our emphasis to creating a family support system is one of the primary recommendations of the Campbell Institute for Children in its publication "What Works: Hopeful Strategies for Portland's Children" released last week at the City Club. This direction was also recommended by the Multnomah County Children and Youth Work Group in their report released two years ago. It is also a direction endorsed by the County Commission in ordinances and resolutions over the last few years.

The time is right for this initiative. Changes in state law mean we will be appointing a new empowered Children and Family Commission with additional resources. The passage of the federal Family Preservation and Support Act of 1993 makes new money available for family support activities. But this won't be enough. We will be mobilizing citizens to help, we will be approaching businesses and foundations to help, we will collaborate with other governments. We will leave no stone unturned in our drive to leverage resources through creative partnerships and innovative programming.

Let me be blunt. We are in an urgent situation. Families are under stress. We cannot let another child fall through the cracks.

There are many people of good will who want to respond. The family support initiative we are announcing today gives a framework for that effort. We will not stop until every child has a real hope for the future.



Beverly Stein, Multnomah County Chair

Room 1410, Portland Building
1120 S.W. Fifth Avenue
P.O. Box 14700
Portland, Oregon 97204
(503) 248-3308

FAMILY SUPPORT INITIATIVE

AND

REORGANIZATION OF SOCIAL SERVICES IN MULTNOMAH COUNTY

Today I am announcing that the County's Department of Social Services is being reorganized and that we are taking a significant step towards implementing Family Support Centers in each of our six service districts.

I have vacated the positions of the Department Director and his staff. The Divisions which reported to him will report directly to me. I am also merging two Divisions to create a new Children and Families Services Division. I propose that the approximately \$300,000 saved from this action be used to fund Parent Child Centers in each of the six County service district and to continue the development of Family Support Centers as part of our long range human investment services plan.

This reorganization proposal advances three goals of my administration:

- * Streamlining government by reducing administrative costs and flattening the structure of government

- * Redirecting funds into services for children and families to reduce child abuse, strengthen family relationships and improve community life

- * Creating a community-based service delivery model for children and families which emphasizes partnerships and citizen involvement

The focal point of this effort is improving the lives of children and families and their communities. Investing in families and children in their communities is the only way to insure the long term health of our community. Strong families, hopeful children, and safe communities are our ticket to a positive future.

This reorganization implements several of the recommendations of the Children and Youth Work Group, a citizen committee which met for over a year to study how services are delivered to children and families in Multnomah County.



The reorganization I am announcing today will result in:

*1. Creation of a **CHILDREN AND FAMILIES DIVISION**. This new Division will include the following services for children and families:

- mental health services
- alcohol and drug services
- Youth Service Centers
- Parent Child Centers
- developmental disabilities services
- housing
- Community Action Agency

The new Division will administer all the services in the current Divisions of Mental Health Youth and Family Services and Housing and Community Services.

*2. Establish the basis for a network of **FAMILY SUPPORT CENTERS**. Today, I am releasing a draft plan to establish six Family Support Centers in the county by July 1994. I propose that we use the bulk of the savings generated by this reorganization to take the next step in establishing these centers--- funding Parent Child Centers in each district. We will aggressively pursue partners from other governments, the community, foundations, and businesses to implement the entire plan.

*3. Appointment of a new **COMMISSION ON CHILDREN AND FAMILIES** HB 2004, passed by the 1993 Legislature, increases the role and authority of counties in delivering support services to children and families. The Commission and its staff will work directly under my authority to develop a Comprehensive Community Investment Youth Plan.

These types of personnel shifts are always difficult. We are working closely with Employee Services to insure that affected classified employees will be offered other employment in the County. These actions are not a reflection on their work. Rather, they reflect the philosophical direction in which I want to move and the impact of that change.

A more detailed explanation of the goals of this reorganization is attached.

FAMILY SUPPORT INITIATIVE GOALS

AND

REORGANIZATION GOALS

GOAL 1. Provide a new focus for services for children and families by creating a CHILDREN AND FAMILY SERVICES DIVISION.

Providing adequate assistance to the families and children of Multnomah County is one of my highest priorities. The formation of a separate unit to advocate for youth and families was recommended by the Children's Work Group report two years ago. With the passage of HB 2004 calling for the formation of a new Children and Family Commission and the potential for broad new responsibility for the Commission and the County in administering programs for Children and Families, now is the ideal time to take this step.

I am announcing a recruitment process for a new Director of the Children and Family Services Division. The Director will work directly with my office to provide leadership to establish Family Support Centers in partnership with the community, streamline our contracting procedures, and develop performance objectives for our programs.

Combining the Mental Health, Youth and Family Services Division and the Housing and Community Services Division into a Children and Families Division will include contracted and direct services for youth, families, and adults in the areas of:

- mental health
- alcohol and drug
- Youth Service Centers
- Parent Child Centers
- developmental disabilities
- housing
- Community Action Agency

The grouping of these services within the new Division will not be decided until we hire a Director and consider funding restrictions and the most appropriate linkages.

These services will link directly to the formation of the Family Support Centers and will benefit from a uniform approach to the community, private non-profits, and clients.

GOAL 2. Save administrative costs and redirect the savings into improving the lives of our children and families through the development of FAMILY SUPPORT CENTERS.

Today I am releasing a concept paper designed to initiate six Family Support Centers in the County, by July 1994. The paper identifies goals, key questions to answer, and rationale for the Centers. This draft will be the starting point for our new Division Director to work with the Board, the community, the new Commission and our partners to agree on a common vision.

I will aggressively seek partners to help us implement these centers. Schools, local businesses, foundations, other local governments, the state and federal government, and, most importantly, citizens will be asked to join us by contributing their time, money, and goodwill to making these centers a reality.

Each Family Support Center will be assisted and guided by a Community Investment Team of local citizens with strong community connections who can help create the local partnerships required. The County will work with Partners for Human Investment to support the Community Investment Teams. These teams will be built from the good citizen work already going on with the existing Child and Youth Center Advisory Boards.

As a next step, I am proposing to implement by spring of 1994, three additional Parent Child Development Centers. Currently, there are three such programs linked to Children and Youth Centers in Southeast, North, and East County. This additional funding will allow us to provide that service for young children and their families at the centers in Northeast Portland, mid county, the west side, and a full center in East County.

Parent Child Centers offer parent development and education, child development, health promotion, mental health promotion, and access to services. A community health nurse connected to the center visits every family with a newborn in the area. We will seek to expand those services for new parents by pursuing a Healthy Start grant from the state under HB 2008.

GOAL 3. Provide visibility and authority for a new citizen driven COMMISSION ON CHILDREN AND FAMILIES.

I will work with the new Director of the Children and Families Division and the chair of the Children and Youth Services Commission to develop a new Commission on Children and Families in response to HB 2004 which requires the county to appoint a new, empowered Commission.

The Commission and its state funded staff will work directly under the authority of my office to develop a Comprehensive Community Youth Investment Plan by July 31, 1994. It will establish action teams to work on specific issues related to youth and families. That plan will include youth services provided by Health, Juvenile, and the new Children and Families Division.

The Commission will work closely with the Leader's Roundtable and other youth advisory groups to involve them in the planning process and insure that we are not duplicating citizen efforts.

Partners for Human Investment has agreed to conduct a catalytic leadership training for the new commission to assure that they approach their work in a way which can quickly develop collaborative efforts.

POLICY ISSUES

The new structure opens up several policy discussions on a number of important policy and service delivery questions.

A. Health and Mental Health Care

The Health Department, a county leader in innovative programs and responses to new state and federal health initiatives, will begin discussions with the new Director of Children and Families and the community on how to integrate health services with mental health and alcohol and drug programs.

Coming state and national reform of the health care system will link health and mental health services. By starting planning and discussions now, we can be prepare to take advantage of opportunities as they present themselves.

B. Housing

We will be talking with Portland and Gresham about how to look for ways to integrate our planning, streamline administration and improve services by more closely linking Portland's housing resources with the county's social services. We will ask the Housing and Community Development Commission to assist us in this task.

The County's Housing and Community Services Division will work with the City's Bureau of Community Development to make this discussion a success. The result should enable us to fully integrate the work of the Housing and Community Services Division with the Children and Family Division.

C. Contracting with Non-Profits

The County relies heavily on community non-profits to provide quality services to children and families. We need to strengthen our partnerships with them to make sure our contracting procedures are based on a climate of trust and partnership.

To provide consistency in our contracting policies and procedures for our contractors I will ask the new Director of the Children and Families Division to review the work of our Contracting Task Force and implement changes in our contracting system to make the county's policies and procedures more uniform and more user friendly and more accountable.

We will develop an agenda to discuss with the state how changes in their policies and procedures can ease the paperwork burden for state, county, and non-profit staff. We will initiate a process for mutually agreeing on performance measures with our non-profit contractors so we can gauge our success in meeting our children and family objectives.

PROCESS OF CHANGE

I have scheduled a policy briefing for the Board tomorrow Tuesday, September 14. I will bring a resolution to the Board next week proposing using funds saved in this reorganization for Parent Child Centers. The specific budget modifications will come for their approval when the Budget office and Employee Services have time to work out the details. I will not seek an ordinance change reflecting the new Departmental structure until we have time to evaluate how well these changes are working.

I have and will continue to work closely with Employee Services and the affected classified employees to ensure that their talents can be used within the County. We met earlier today with the affected managers and employees who understand what we are trying to achieve. All employees will have 30 days to complete current projects and provide guidance on the transition. Classified employees will be offered continued employment within the County.

It is always difficult to make these types of personnel shifts. Many of the management and union people in these positions have worked with the county for years providing diligent, quality work. My actions today are not a reflection on their work. Rather, they reflect the philosophical direction in which I want to move and the pace of that change.

We live in very tight financial times. I cannot expect the Board or the public to accept major governmental initiatives without a recognition that these changes must be accompanied by changes in how the County does business. We are making an already lean administrative structure even leaner. However, with assistance from citizens, community providers, and other partners, I believe we can make this work.

Family Support Centers

a concept paper

**Beverly Stein
Multnomah County Chair**



Room 1410, Portland Building, 1120 SW Fifth Avenue
Portland, Oregon 97204
(503) 248-3308

SUMMARY

My goal is to establish Family Support Centers throughout Multnomah County by building upon current County efforts and expanding the scope of existing community based Child and Youth Service Centers and Parent Child Development Centers. The Centers will offer children and families a wide variety of support, recreational, and educational services near their home.

In this concept paper, I outline my general goals and philosophy for the Centers and pose a series of questions we need to resolve. I will ask the new Director of the Children and Families Services Division to work closely with the Children and Families Commission and my office to develop a specific proposal to bring to the Board by February, 1994.

KEY COMPONENTS OF THE PROPOSAL

1. How can we create Family Support Centers in each of the six Multnomah County service districts? As a first step, we will use savings generated by the reorganization of the Department of Social Services to expand our current Parent Child Development Center concept to all six districts.

2. How do we work with the new Children and Families Commission, the local advisory committees (reconstituted as Community Investment Teams), and local school site based councils, PTAs and other local citizen and business groups to make this dream a reality?

3. How can we assist the community organizations operating the Family Support Centers to measure and evaluate their successes against the relevant benchmarks adopted by the Portland/Multnomah County Progress Board and our performance measures?

4. How can we augment existing services by leveraging resources from the community, other jurisdictions, businesses, churches, and foundations to fully fund these Centers?

5. How do the Family Support Centers link with the following:

- juvenile counselors. Should the diversion process remain truly voluntary? If so, are we diverting the appropriate young people to the Centers, or do we need increased capacity at the Juvenile Department to handle some of these youthful offenders? What is the appropriate response to offenders who are currently diverted and receiving no services? How do we decide who is diverted and who is sent to the Juvenile Department? Which types of diversions are appropriate for the growth promotion model and atmosphere of a Family Support Center?

- community policing. How can we replicate the successful safety team cooperative projects of Brentwood Darlington and

Columbia Villa in other neighborhoods? How can police be a non-threatening resource for families?

- neighborhood prosecutors. How can we replicate the successful neighborhood prosecutor efforts in North/Northeast and downtown Portland in neighborhoods? Can prosecutors be outstationed to provide assistance in the areas of child support and domestic violence and child abuse?

- community health nurses. How can we expand the successes enjoyed by the health nurses stationed at the Parent Child Development Centers and with the Family Enhancement Program? Can we commit to visiting all newborns in the County?

- local schools. How can we link the services available at the Centers with the needs and resources of the local schools? Can we co-locate some facilities within schools? Do the school based health centers offer a base to build upon?

- employment services. How can we link youth in the Centers with community based employment services? Can we rationalize the current system of youth employment to make it more accessible for youth?

- housing. How can we more effectively link affordable housing with the appropriate family support services? How can we help families remain in and improve their current housing situations?

- legal services. How can we work with Legal Aid and the Volunteer Law Project to provide access to legal advice?

- counseling. How can we provide a wide range of support groups and one on one counseling including for substance abuse?

- library services. How can we link the services for children provided by our library system to the Family Support Centers.

- recreation. How can we provide a variety of recreation and social opportunities to a wide range of families in the centers?

- parent education. How can we assure that parents get the support and assistance to raise children well?

6. How can we improve and standardize our current contracting and monitoring systems to reflect the philosophy embodied in benchmarks and performance measures? How do we move towards outcome evaluation and a system that continually shares insights and suggestions to improve services?

BACKGROUND AND UNDERPINNINGS

The Family Support Center proposal will be based on a shared set of values, current policy direction, current successful programs, and increased collaboration with our partners.

VALUES

The primary value underlying this policy initiative is the idea that communities must assist children and families by providing growth promotion services close to their homes. Growth promotion services support the health physical, mental and emotional growth and development of all children, young people, and their families. We will build upon the strengths of the family unit, stressing capacity, not deficit and emphasizing the responsibility of the entire community to support and cherish its children.

We assume that all children and young people need a competent nurturing adult, basic needs such as adequate housing, food and clothing, good physical and mental health, and developmental opportunities.

We believe services should be customer focused and citizen driven and that services should be provided within the community whenever possible. Finally, we must give Centers assistance in developing performance measures so that they can be accountable for results.

POLICY DIRECTION

1. County Strategic Plan

On August 22, 1991, the Board of County Commissioners set long term policy goals and directions. The Board declared its intention to "work collaboratively with other governments, foundations, non-profits, and the private sector to increase the impact and effectiveness of our services and programs."

This philosophy stressed prevention, integration and coordination of services, the need to foster independence of the individuals served, and the need for decentralized, community based services.

Finally, the Board declared their intention that "children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these children and their families". To assist these families, the Board desired that services be "located in the community through multi-service centers accountable to the community."

2. Family Center Resolution

On November 21, 1991, the Board of County Commissioners passed Resolution 91-175, "In the Matter of Endorsing a Process to Establish Family Service Centers". The resolution endorsed:

" the continued development of a community service delivery system focusing on

1. services available to all appropriate children, youth and families with emphasis on prevention and support services that facilitate long term stability

2. needs identified by the community through nonprofit agencies and neighborhood associations".

Through the Resolution, the County committed to "the development of four additional Family Service Centers" by July 1, 1992. This involved selecting community agencies to coordinate development of centers and identifying appropriate facilities and resources.

3. Portland Future Focus

The Crime Action Plan of the Portland Future Focus report recommends the following:

Fund appropriately and complete all successful community based service programs initiated by Multnomah County in high risk neighborhoods. The programs include community policing, health services, and family support centers. Plan for additional cooperative programs.

The Crime Action Plan has been endorsed by the Public Safety Council as the basis for the development of a County wide Public Safety Plan.

4. Portland/Multnomah County Progress Board

The newly created Portland Multnomah County Progress Board will establish benchmarks relating to Children and Families. The Progress Board will assist us in setting community goals for children and families and will facilitate developing appropriate partnerships to leverage our efforts.

5. State Human Investment Strategy

The 1991 Oregon Legislative Assembly passed SB 1099, which directed the State Department of Human Resources to develop an urban model of a client-centered service delivery system, and to expedite any waivers needed to allow the local community to pool funding from existing programs into the model. The Brentwood-Darlington project in Southeast Portland has served as a

statewide model implementing SB 1099, by successfully bringing together many formerly separate community services.

6. Campbell Institute on Children Plan

The Campbell Institute has just released a report which sets out what businesses and communities can do for children. A key recommendation in the report is the creation of Family Support Centers.

SUCCESSFUL PROGRAMS

1. Integrated Services System and Alignment of Services Areas

Former Chair Gladys McCoy set as her main priority the establishment of a more integrated services system for county human services. The Integrated Service System planning efforts have resulted in a realignment of many of the county's service areas to make them more uniform and understandable. The current Child and Youth Centers boundaries are largely in line with those of aging services, the Community Action Agency, and the parole and probation agencies. Discussions are currently underway to make them more consistent with the police precincts.

This alignment will increase client understanding and accessibility to the system and promote community within county and city services.

2. Community Restoration/Columbia Villa

The Community Restoration Program has been working for three years with community organizations to better use government resources, empower neighbors to identify their needs and gather services, to reduce homelessness and develop affordable housing, reduce crime and the vulnerability of citizens, and work with business organizations.

Community Restoration's first success was in Columbia Villa where a Safety Action Team worked with county, city and state service providers to provide a safer community with more accessible services linked to identified needs of the neighbors. The program's efforts at the Villa has resulted in a dramatic decrease in reported crime and use of emergency vehicles. Brentwood Darlington recently celebrated its success in bringing together Portland Police and the County Sheriff with the community to improve neighborhood safety. A similar effort in East County (Rockwood) is underway.

3. Child and Youth Centers

The Youth Services Centers have been renamed the Child and Youth Centers. These Centers are designed to provide ten core services - alcohol and drug, culturally specific services and outreach, employment, family counseling, health, law related services, mentorship, parent education/child development, recreation and service access.

Funding is not available to implement all of these services in the six centers. However, providers were asked to respond in their applications about how they would try to incorporate these core services in their centers over the next three to five years.

These centers will serve as the basis of the new Family Support Centers.

4. Parent Child Development Centers

Over the past two years, the County has developed and funded three Parent Child Development Centers to be a comprehensive service model for families with young children. They serve the concurrent goals of increasing child-rearing competence of parents while promoting the development of the child. The centers are nonthreatening and natural access points for additional family services.

Target populations are families with infants and toddlers, although with additional funding, they will serve older children. The centers are based on the philosophy that the family is the critical factor in child development and the surest way to help children succeed is to support their ability to learn and grow.

Parent Child Development Centers are neighborhood based and designed to be a hub for services to families with children. Each site provides a set of core services:

- parent development and education
- child development
- health promotion
- mental health promotion
- access to services

A community health nurse is provided at each site to visit every family with a newborn in the area. Hours of service reflect community needs. Services are culturally sensitive and evolve in response to identified community needs. The Centers have interagency agreements with schools, health services, social service providers, mental health agencies, early childhood programs, and local AFS and CSD offices.

Currently, centers are located in Southeast Portland, North Portland and East County. A first priority for system expansion

will be to provide parent child development centers in all six areas.

5. Family Enhancement Program

The Family Enhancement Program was originated to provide effective child abuse prevention through home visits to high risk families. Ideally, the program could impact the large number of high risk infants born in the County each year.

The Community Health Nurses on the Family Enhancement Project teach families about pregnancy, adequate child care, nutrition and growth development, family planning, and how to use community resources, including respite care. Volunteers help do role modeling, goal setting, support efforts of their clients to get their GED, teach child safety and other skills.

We will seek to expand the impact of the Family Enhancement Teams and our Teen Parent Programs by applying to the State for funding through the Healthy Start program (HB2008). We have a strong base from which to build in submitting this application.

6. Other Community Based Services

Several other county services are community based, including Aging Service Centers, Community Action multi-service centers, adult parole and probation, and, to a lesser extent, juvenile counselors and district attorneys. Also, community policing efforts have expanded to include Rockwood (Sheriff and Gresham), Iris Court (Portland), and Brentwood Darlington. (Portland and Sheriff).

IMPLEMENTATION OF FAMILY SUPPORT CENTERS

To make these centers a reality, we will need the combined efforts of the Board, local community providers and interested citizens, other jurisdictions, including the school districts and cities, foundations, and businesses.

1. Children and Families Commission

I will ask the newly appointed Children and Families Commission to work with the new Director to coordinate the development of the plan. I expect to be personally involved with the Director and the Commission in developing this plan.

2. Local Community Investment Teams

I will ask the current providers of the Child and Youth Centers to reconstitute their current advisory committees as Local Community Investment Teams, which reflect the broad array of citizens and groups that need to be involved in this effort.

3. Board of County Commissioners

I will ask each County Commissioner to work with the current Child and Youth Centers to help them build their local partnerships and identify citizens and resources that can help their efforts.

PARTNERSHIPS

Our success in building partnerships will determine the ultimate success of the Centers. We must look in all directions. Community Investment Teams created for each Center will be the focal point for building these partnerships.

1. Community

We will be working with community based providers to help them build the local partnerships they need to have this model work. They will need to build relationships:

- with the local school principals, counselors, teachers, and parents
- with the local police
- with the local health nurses
- with the local business community
- with the local churches and community groups

We can and will help set the tone and establish the policy by working with local school districts, law enforcement organizations, our own departments, the business community, churches, and the state, but ultimately many individuals will need to come together around the potential of building health families.

2. Partners for Human Investment

Partners for Human Investment is a joint project of Portland State University and the Oregon Progress Board. Partners is prepared to assist collaborative efforts aimed at reaching the State's benchmarks for people.

3. Leader's Roundtable

The Leader's Roundtable formed interagency, community based teams aimed at increasing high school completion, and increasing employability of youth and access to jobs. Community congresses were held to implement their concept. The state is committed to reorganizing its service delivery system in these target areas to assist in the Roundtable effort.

We need to learn from and draw upon the energy and success of the Roundtable efforts in working with local communities.

FAMILY SUPPORT CENTER RATIONALE

We need to address the needs of the family unit and not be limited by age restrictions. Often a concern of one member of the family reflects potential problems of others. With a growth promotion philosophy, these Centers should be able to broaden their impact beyond just a single family member.

A single focused effort on families, children and youth invites participation from the county, businesses, churches, the district attorney, city and state with resources which could include community policing, recreation, and employment

The County will work with current Child and Youth Center providers to maximize use of current money and innovative approaches to delivering service. The package of services provided may vary from Center to Center. Community agencies can propose different services as long as they are consistent with community needs. Flexibility in service provision can include service funds, as long as the use of the resource is planned and documented. Uniform use of service funds could create a potential to stabilize or provide expanded services for youth that cannot be provided at the Center.

BEFORE THE BOARD OF COUNTY COMMISSIONERS

FOR MULTNOMAH COUNTY, OREGON

In the Matter of Reallocating)	RESOLUTION
Administrative Savings from the)	
the Department of Social Services)	
to fund three new Parent Child)	
Development Centers)	

WHEREAS, the Chair has reorganized the County Department of Social Services to save dollars currently spent on administration and to focus our efforts to support children and families; and

WHEREAS, the Chair will ask the new Director of the Division of Children and Family Services and the new Children and Family Commission to develop a comprehensive plan to serve children and families including development of community-based Family Support Centers; and

WHEREAS, these actions are consistent with Multnomah County policy as adopted August 22, 1991 (Strategic Planning Resolution) which stated:

"... children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these children and their families". To assist these families, the Board desired that services be "located in the community through multi-service centers accountable to the community."

WHEREAS, the County currently operates Child and Youth Centers serving youth and families age 12 to 18 in six districts in the County; and

WHEREAS, the County started operating Parent Child Development Centers for infants age 0 to 3 years and their families in two of the six districts (Southeast and Northeast Portland) with Great Start money in 1991, with a partial third center added in East County in 1993; and

WHEREAS, the County does not have Parent Child Development Centers in North, the west side and mid County; and

WHEREAS, Parent Child Development Centers offer a comprehensive service model for families with young children by serving the concurrent goals of increasing child-rearing competence of parents while promoting the development of the child. The centers are nonthreatening and natural access points for additional family services; and

WHEREAS target populations are families with infants and toddlers, although with additional funding, we will also serve older children. The centers are based on the philosophy that the family is the critical factor in child development and the surest way to help children succeed is to support their ability to learn and grow.

WHEREAS, Parent Child Development Centers are neighborhood based and designed to be a hub for services to families with children. Each site provides a set of core services:

- parent development and education
- child development
- health promotion
- mental health promotion
- access to services

A community health nurse is provided at each site to visit every family with a newborn in the area. Each program meets standards set by a PCDC Steering Committee; and

WHEREAS, full development of Family Support Centers requires that each center be able to offer services to young children and their families through a Parent Child Development Center model.

NOW, THEREFORE, BE IT RESOLVED, that the Multnomah County Board of Commissioners requests that the Children and Families Division prepare a plan to open three new Parent Child Development Centers in conjunction with the current Child and Youth Centers in the North, west side, and mid county districts, and to fully fund the existing Center in East County; and

BE IT FURTHER RESOLVED, that the Centers be open by spring, 1994, and be fully funded in the 1994-5 budget; and

BE IT FURTHER RESOLVED, that the funding for the Parent Child Development Centers for 1993-4 will come from savings generated by the vacating of the administration of the Department of Social Services.

APPROVED THIS _____ day of _____, 1993.

MULTNOMAH COUNTY, OREGON

By _____
Beverly Stein
Multnomah County Chair

REVIEWED:
LAURENCE KRESSEL, COUNTY COUNSEL
for MULTNOMAH COUNTY, OREGON

By _____

Child and Youth Centers

Information Sheet

The philosophy of **Growth Promotion/Wellness** is the overriding value informing the provision of all services delivered through the Child and Youth Centers (CYC).

Services based in a **growth promotion** philosophy support the healthy physical, mental, and emotional growth and development of all children, young people and their families through strength based, non-stigmatizing, proactive, wellness based services.

Growth promotion is predicated upon the belief that all children and young people need four components in their lives in order to succeed: a competent nurturing adult; basic needs (housing, food, etc...); good physical and mental health; and, developmental opportunities.

Growth promotion is different from prevention. Prevention services target those at risk of, or in the early stages of experiencing an identified problem. Children, young people, and their families involved in a **growth promotion** program have not necessarily exhibited any risk factors.

Parent/Child Development Center (PCDC) services through the CYC target families with children from birth to age three and are wholly based upon the **growth promotion/wellness** model.

Youth Service Center (YSC) services target older, adolescent young people for services which are meant to be interventional. In this sense, these services are not **growth promotion** in the way PCDC services are. However, County staff are working with previous YSC providers to help them make the transition from deficit to wellness based services. The goal for this transition is, regardless of the services provided, that the **growth promotion** philosophy is utilized in the approach used and informs relationship built between CYC staff and the young person and their family.

BOUNDARIES

Children and Youth Centers are currently located in each of the six county service districts; their intent is to serve the entire district.

The Parent Child Development Center components, located in North Portland, Southeast Portland and East County, serve smaller catchment areas within each district because of the intensity of their services, including home visits to all newborns.

FY 92 SERVICE PROVISION LEVELS

The Youth Service Center System (six centers) served over 5000 families during 1992-1993.

The Parent Child Development Centers (two centers) served over 250 families during 1992-1993.

CYC DEVELOPMENT TIMELINE

1973--First Youth Service Center started at Portland Impact (southeast Portland).

1977--Youth Service Center System complete; six centers operating.

1987--Youth Service Centers begin transfer from the city to the county; County General Funds begin to support the centers.

1990--Children and Youth Services Commission initiates and funds two Parent Child Development Centers with state Great Start Funds (southeast Portland and north Portland).

1991--Transfer of Youth Service Centers to County complete; Children and Youth Services Commission studies the Youth Service Center System.

1993-spring Youth Service Centers and Parent Child Development Centers are merged to create Child and Youth Centers; Children and Youth Services Commission funds an additional half of a Parent Child Development Center in east county; contracts are awarded through a request for proposal process.

1993--fall Efforts begin to fund the remaining 3.5 Parent Child Development Center components of the six Child and Youth Centers and to develop fully the Family Support Centers as a part of the larger Family Support System.

SERVICES

Child and Youth Centers

Parent Child Development Center Component

Mandated services:

Diversion

Family Intervention

Service Access

Alcohol and Other Drug Services

Child Development

Parent Development

Community Involvement

Access and linkage to other services

Health Services (wellness)

Mental health services (wellness)

Additional services (vary by site):

Big Brother/Big Sister

Employment

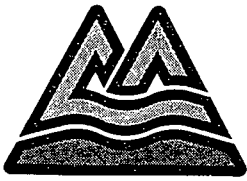
Recreation

Tutoring

Specific cultural outreach

ALLOCATIONS

Provider	County General Funds	State Great Start Funds	Total
Edgefield Children's Center East County CYC	213,489	85,000	298,489
Lutheran Family Services Mid County CYC	296,507		296,507
Portland IMPACT SouthEast CYC	321,575	175,000	496,575
Neighborhood House WestSide CYC	200,000		200,000
Delaunay Mental Health North Portland CYC	210,600	175,000	385,600
Urban League of PDX NorthEast CYC	282,498		282,498
Mainstream Youth Prog. In the Community Project	202,315		202,315
Mult. Co. Health Dept. Community Health Nurses		112,000	112,000
TOTAL	1,726,984	547,000	2,273,984



MULTNOMAH COUNTY OREGON

DEPARTMENT OF SOCIAL SERVICES
HOUSING AND COMMUNITY SERVICES DIVISION
YOUTH PROGRAM OFFICE
421 S.W. FIFTH, SECOND FLOOR
PORTLAND, OREGON 97204-2221
PHONE (503) 248-5464 FAX (503) 248-3332
COUNTY INFORMATION TDD (503) 248-5040

COMMUNITY
CHILDREN AND
YOUTH SERVICES
COMMISSION

MEMORANDUM

TO: Gary Nakao, DSS

VIA: Norm Monroe, HCSD *AA*

FROM: Michael Morrissey, YPO *MM*

SUBJECT: Child and Youth Centers Fund Allocation Process

DATE: March 4, 1993

Background:

In 1987 the City of Portland transferred, under Referendum A, five Youth Service Centers to the County. Joined with the sixth Center in Gresham, and alcohol and drug services, the current Youth Service Center System (YSCS) was created. As a part of the transfer agreement, Center allocations and service areas were to remain unchanged and be preserved through the five year transfer process.

Current allocations and service areas have been maintained, exclusive of cost-of-living increases, as originally transferred. These allocations and services areas were not based upon any underlying rationale other than historic legacy and defacto practice. Over the last six years this has created great gaps in service coverage and inequitable distribution of available funds.

Process:

In anticipation of a competitive Request for Proposal (RFP) process all Centers participated in a year long study. Through the RFP development process, discussion was begun regarding Center allocations and service areas. Following numerous meetings with providers, agreement was reached to use factors based upon the population in any given service area as means by which funds would be allocated. Factors identified and utilized to allocate funds included: minority population, single headed households, teen pregnancies, students receiving free or reduced lunches, etc...

Using these factors there were significant changes in allocations. In fact, the changes were so significant in some service areas that minimum Center funding levels were discussed. Agreement was reached that \$200,000 was the minimum amount at which a Center could be funded and still feasibly operate. Allocations were adjusted to accommodate this.

Board resolution instructing the implementation of Family Service Centers abridged this RFP process and new planning was begun using the current YSCS as its base. Concurrently, County initiatives for integrated service district boundaries were progressing and through this changes were made to existing Center service areas.

A multi-disciplinary, including Center providers, work was convened and charged with the task of designing Family Service Centers. From this process emerged a concept paper detailing the vision for what were now to be called Child and Youth Centers (CYC). During this time it became clear that no new funds were to be available for CYC. Because of this, agreement was reached for a phase-in approach to implementation.

A public input session was held for the purpose of soliciting feedback about how the concept paper would be reflected in an RFP, knowing that services would need to be phased-in through lack of funding. Approximately 50 individuals attended this session from all over the County, and from each Center. Using information solicited in the session recommendations were made regarding how the RFP would be produced.

Subsequently, all YSCS providers met with the Department of Social Services Director, the Housing and Community Services Division Director, and Youth Program Office staff to reach agreement upon the recommended RFP specifications. At this meeting agreement was reached regarding core services, mandatory services, and funding allocation factors/weight. 75% of Center funding would be based upon risk factors and 25% would be based upon 0-17 population. The risk factor to used would be one which reflected poverty, including the working poor. Ultimately it was decided to use individuals at or below 150% of the federal poverty level as this factor. The minimum funding level of \$200,000 was preserved and allocations were adjusted to account for this.

Allocations:

Current Level	New Level
ECYSC 260,641	203,073
OEYSC 257,129	MCCYC 317,986
SEYSC 265,973	344,654
WSYSC 233,208	200,000
NPYSC 262,419	200,000
NEYSC 289,426	303,083
A&D 215,303	215,303

MEETING DATE: SEP 14 1993

AGENDA NO: B-2

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: BRIEFING - Oregon Progress Board

BOARD BRIEFING Date Requested: 9-14-93

Amount of Time Needed: 1 hour 10:30 TIME CERTAIN REQUESTED

REGULAR MEETING: Date Requested: _____

Amount of Time Needed: _____

DEPARTMENT: Nondepartmental DIVISION: County Chair's Office

CONTACT: Beverly Stein TELEPHONE #: X-3308
BLDG/ROOM #: 106/1410

PERSON(S) MAKING PRESENTATION: Beverly Stein, Duncan Wyse

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

Update on Oregon Progress Board

CLERK OF
COUNTY COMMISSIONERS
1993 SEP - 8 PM 4:55
MULTNOMAH COUNTY
OREGON

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER: _____

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277/248-5222

0516C/63

6/93

TO: County Commissioners
Elected Officials
Department Managers

FROM: Beverly Stein, County Chair

RE.: Schedule of Meetings for Benchmarks Development

DATE: September 12, 1993

Attached is a proposed schedule of meetings for our work together in the development of benchmarks during the next few months. I am transmitting this to you now in order to give you as much notice as possible for scheduling your calendar.

Briefing materials are being prepared for your review prior to our first retreat on September 28.

I look forward to working with you as we take this important step for our community. Please feel welcome to call me if you have any questions or concerns about this effort.

Thank you.

BENCHMARKS DEVELOPMENT PROCESS - FALL 1993

<u>Meeting Date</u>	<u>Time & Location</u>	<u>Purpose</u>
9 / 14	10:30 - 11:30 Board Room	Briefing by benchmarks by Duncan Wyse, Executive Director of the Oregon Progress Board
9 / 21	1:00 - 4:00 World Trade Ctr Conf. 2 & 3 Mezzanine Level	Portland - Multnomah County [P/M] Progress Board meets to refine Quality of Life benchmarks and to review the Education/ Children & Families and Public Safety task force reports
9 / 28	8:30 - 12:00 Chamber of Commerce Board Room 221 NW 2nd Ave	County Commissioners and department managers meet to review the P/M Progress Board work in the areas of Quality of Life, Education/Children and Families, and Public Safety
10 / 5	3:00 - 6:00 World Trade Ctr. Conf. Rooms A & B	P/M Progress Board meets to refine Education / children & Families and Public Safety benchmarks and to review the Governance and Economic Development task force reports
10 / 12	8:30 - 12:00 Blue Lake , Lake House	County commissioners and department managers meet to review the P/M Progress Board work in the areas of Governance and Economic Development and to develop overall comments to the P/M Progress Board
10 / 19	1:00 - 4:00 (location to be set)	P/M Progress Board meets to refine the Governance and Economic Development benchmarks and to approve a benchmark document for community review and comment
10 / 25 - 11 / 19	(to be set)	P/M Progress Board solicits comments from community on proposed benchmarks

10 /26	7:00 pm (to be set)	P/M Progress Board meets with the East County Community to solicit comments on the benchmarks
11 / 23	(to be set)	P/M Progress Board meets and adopts benchmarks for the community
11 / 30	8:30 - 4:30 Blue Lake, Lake House	Commissioners and managers retreat to prepare to adopt county Benchmarks and to work on the budget within the framework of benchmarks
12 / 16	9:00 Board Room	County Board of Commissioners adopts benchmarks

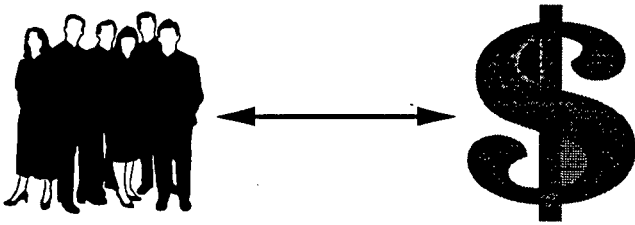
Investing in People

Oregon Progress Board
September 13, 1993

Presentation Outline

1. Where are we?
2. Where do we want to be?
3. How do we get there?

Human Investment Framework



People

Economy

Human Investment Framework



Early Childhood

Human Investment Framework



School Years



Early Childhood

Human Investment Framework



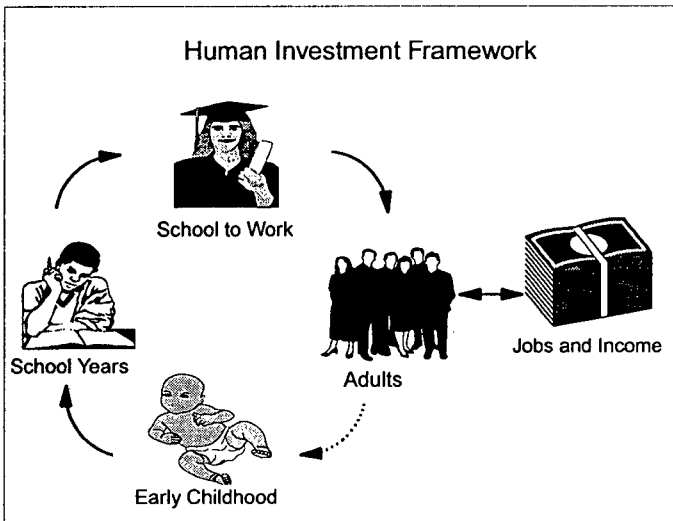
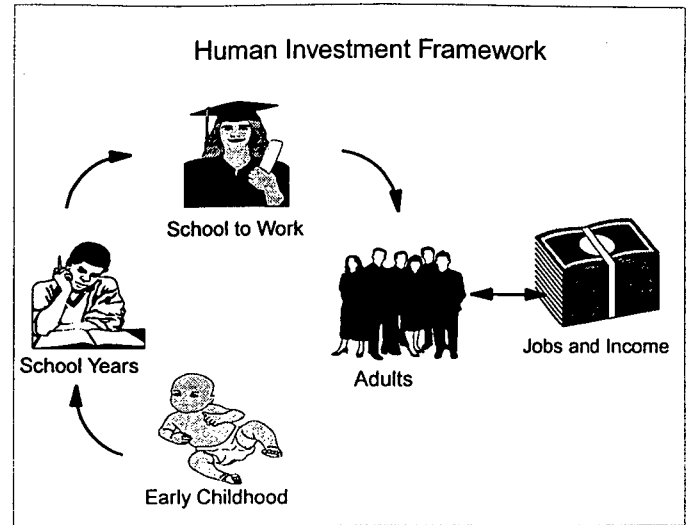
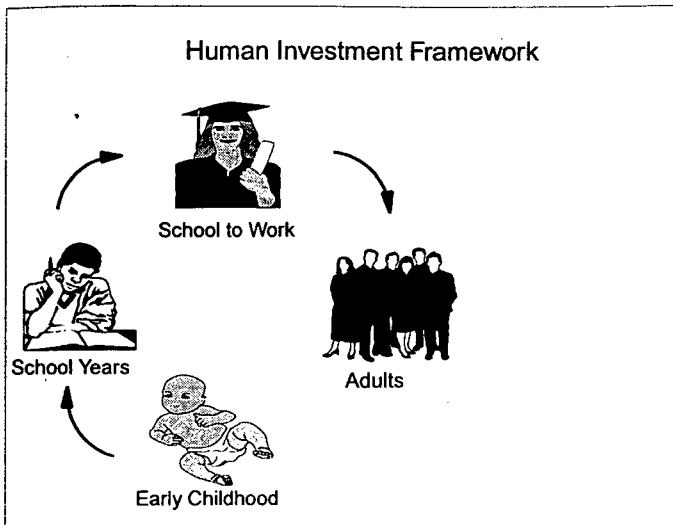
School to Work



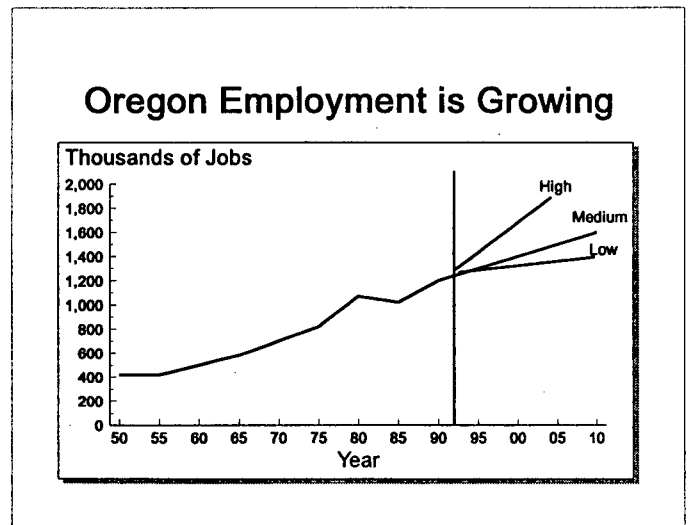
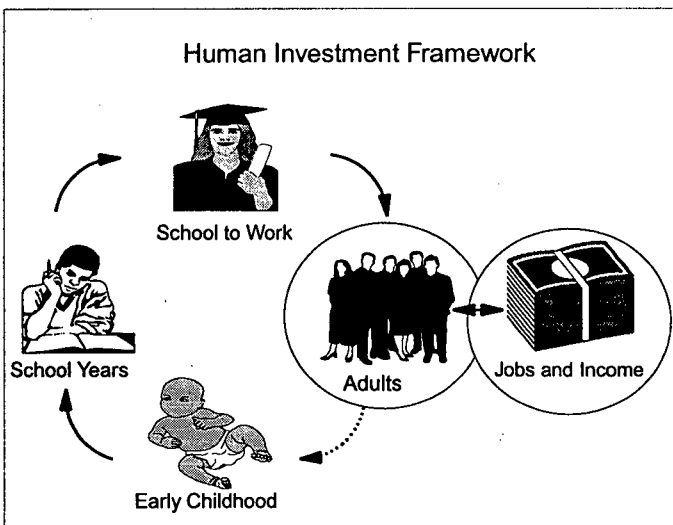
School Years



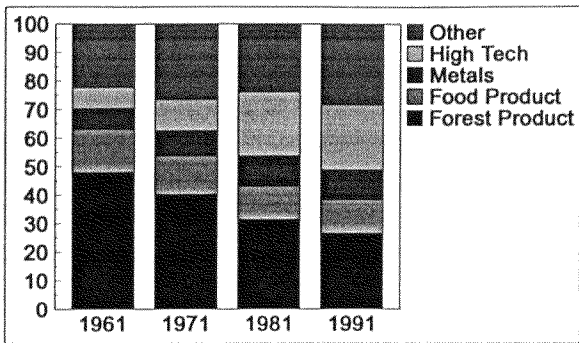
Early Childhood



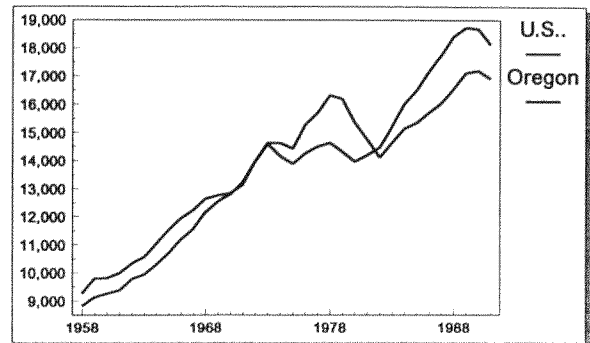
Where are we?



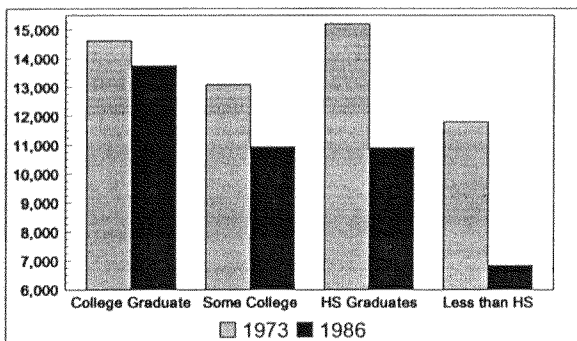
Oregon Manufacturing is Diversifying



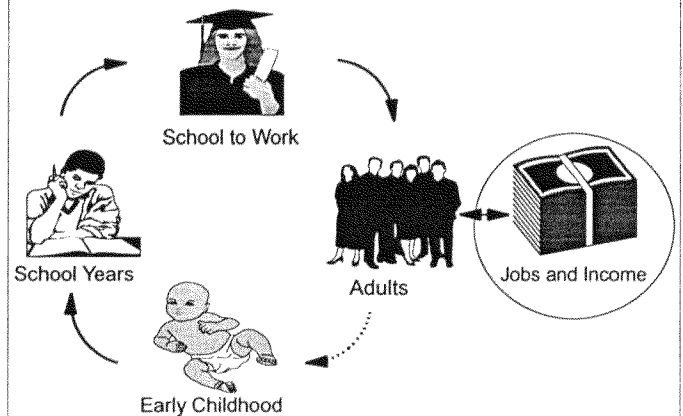
Real Per Capita Incomes Lag Behind U.S.



Opportunities are increasingly bleak for those with few skills



Human Investment Framework



Forces Changing the Workplace

1. Global Competition

The Challenge of Global Competition

Successful advanced economies
compete based on skill and quality.
Low skills equal low wages.

Forces Changing the Workplace

1. Global Competition
2. New Technology

New Technology

- Innovations in electronics, biotechnology, and other areas are creating new industries virtually overnight:
 - Quality and flexibility of people--from the scientists to the factory floor--is critical

New Technology and Information Revolution

- Extraordinary improvements in cost of storing, transmitting, and manipulating data.

Forces Changing the Workplace

1. Global Competition
2. New Technology
3. A New Workplace

Old Work Organization



Support



Front-line Workers

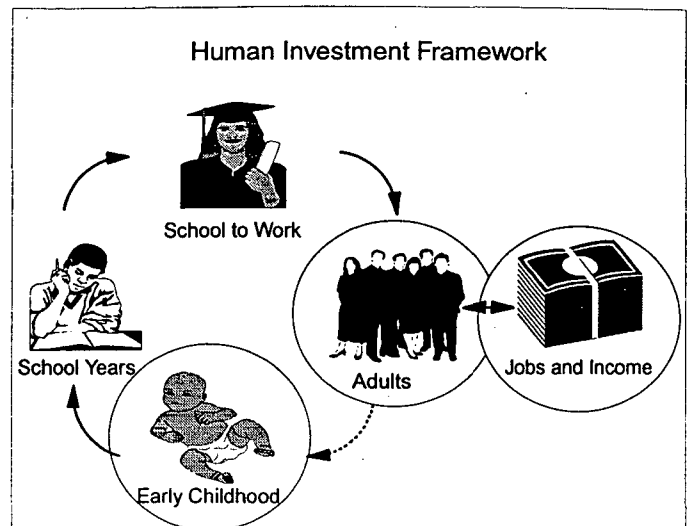
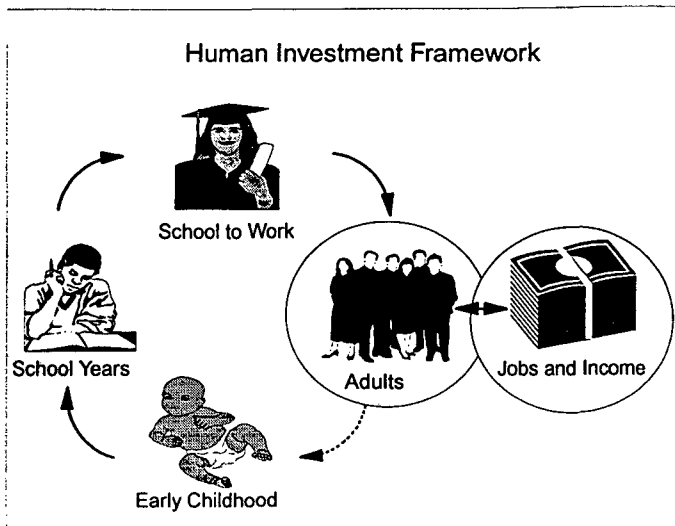
New Work Organization



Support



Front-line Workers



Children in Poverty

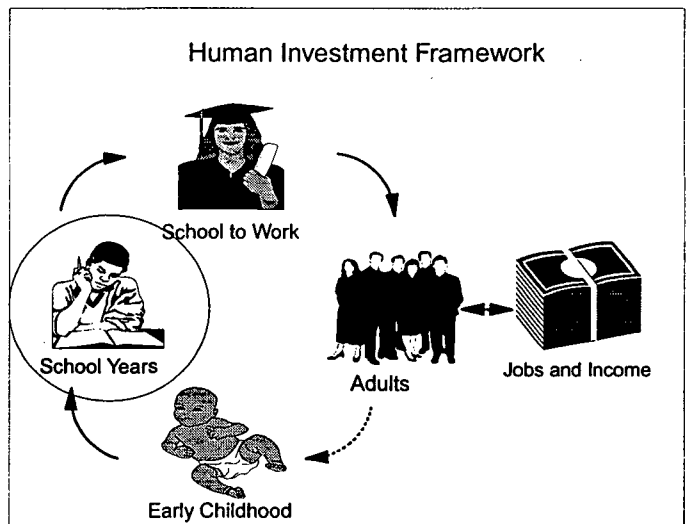
25% of Oregon children
aged 0-4 live in poverty

Prenatal Care

23% of children born in
Oregon did not have
adequate prenatal care

Early Childhood Development

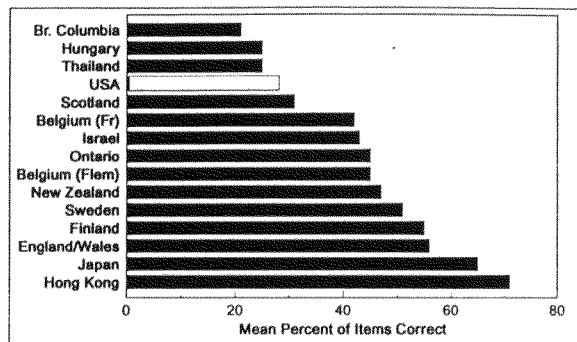
Oregon teachers
believe that 32% of
children are not
adequately prepared for
school.



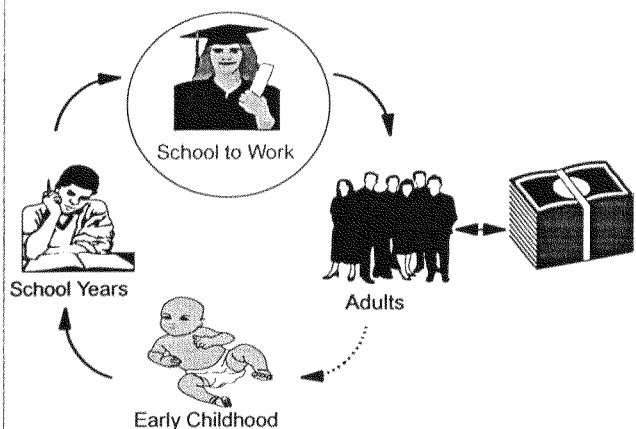
International Science Comparison

	<u>Biology</u>	<u>Chemistry</u>	<u>Physics</u>	<u>Overall</u>
Highest	Singapore	Hong Kong	Hong Kong	England
	England	England	England	Hong Kong
	Hungary	Singapore	Hungary	Singapore
	Poland	Japan	Japan	Hungary
	Hong Kong	Hungary	Singapore	Japan
Median	Norway	Australia	Norway	Poland
	Finland	Poland	Poland	Norway
	Sweden	Norway	Australia	Australia
	Australia	Sweden	<u>USA</u>	Sweden
	Japan	Italy	Sweden	Finland
	Canada	<u>USA</u>	Canada	<u>USA</u>
	Italy	Canada	Finland	Canada
Lowest	<u>USA</u>	Finland	Italy	Italy

International Calculus Assessment (12th grade)



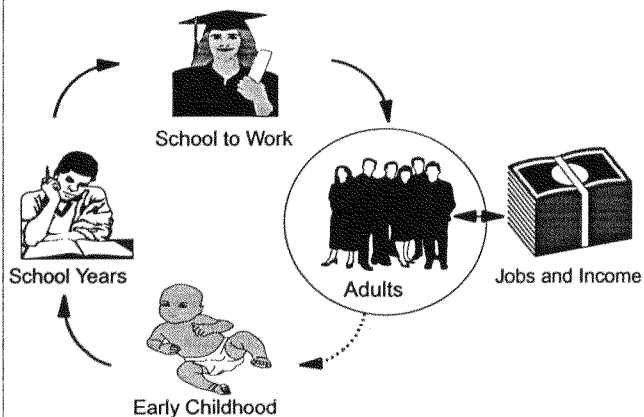
Human Investment Framework



Educational Attainment (25 year olds)

High School	95%
AA or apprenticeship	10%
Baccalaureate	28%

Human Investment Framework



Adult Prose Literacy

1. Locate information in a short sports article 97%
2. List evidence cited in a newspaper column to support the author's argument 47%
3. Locate a list of child care services in a magazine article and list those which provide direct employee benefits 35%

Adult Document Literacy

1. Locate a meeting time listed on a memo 99%
2. Locate year-to-date gross pay on a pay stub 84%
3. Determine correct medicine dosage using a dosage chart and a child's age and weight 35%

Adult Quantitative Literacy

1. Enter a deposit on a check ledger and determine new balance 80%
2. Determine correct change using a menu 37%

Educational Attainment (All Adults)

	1980	1990	1992
High school	75%	86%	87%
1 yr. post-secondary	39%	52%	56%
Baccalaureate	18%	22%	25%
Post-baccalaureate		8%	8%
Apprenticeship			2.6%

Where Do We Want To Be?

A Vision for the Economy

- The economy will diversify

A Vision for the Economy

- The economy will diversify
- Diversification will provide quality jobs for a skilled workforce

A Vision for the Economy

- The economy will diversify
- Diversification will provide quality jobs for a skilled workforce
- Productivity and incomes will increase through flexible, high performance workplaces

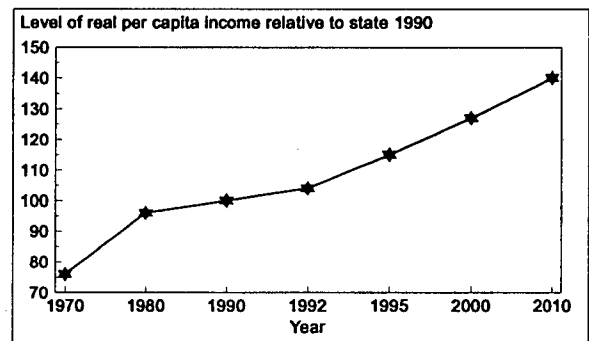
A Vision for People

Oregon will have measurably the best educated and prepared workforce in America by the year 2000, and equal to any in the world by 2010.

Human Investment Strategy Goals:

- Raise incomes

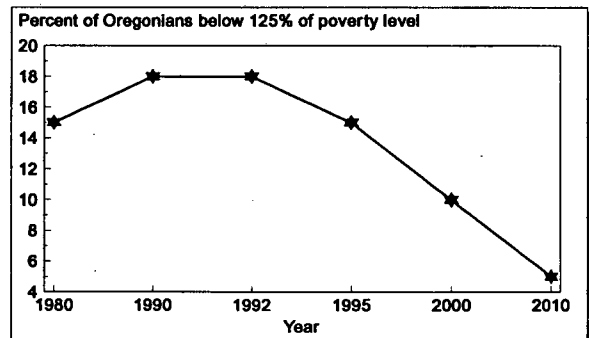
Raise Incomes



Human Investment Strategy Goals:

- Raise incomes
- Reduce poverty

Reduce Poverty



Human Investment Strategy Goals:

- Raise incomes
- Reduce poverty
- Foster informed and active citizenry

Human Investment Strategy Goals:

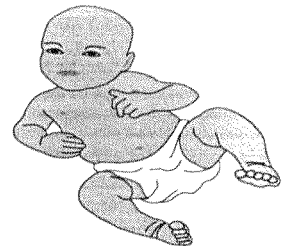
- Raise incomes
- Reduce poverty
- Foster informed and active citizenry
- Strengthen families

How Do We Get There?

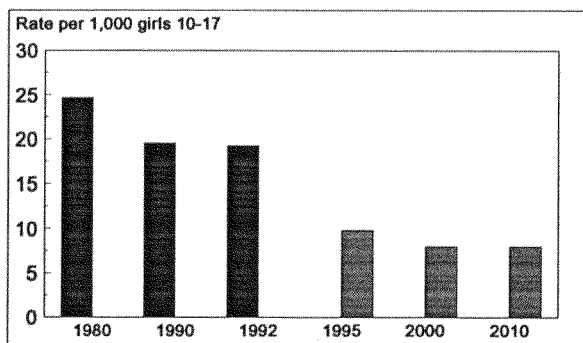
Early Childhood

Passionate and unrelenting efforts to nurture every preschool child and to support healthy, functional families.

- Teen Pregnancy
- Drug Free Babies
- Early Childhood Development



Teen Pregnancy



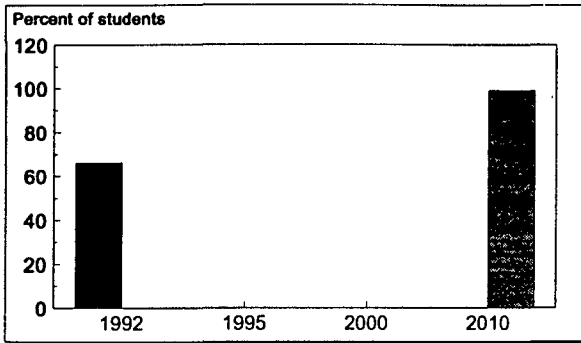
Student Skills

Every student will master fundamental skills.

- Fifth grade reading, math, and writing
- Eleventh grade reading, math, and writing



11th grade Reading and Math Skills



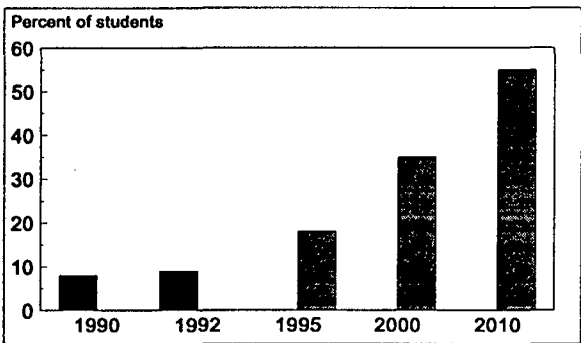
School to Work

Productive new paths from school to work for those not bound to become college graduates.

- Professional technical programs
- Disabled students



Professional-Technical Education Enrollment



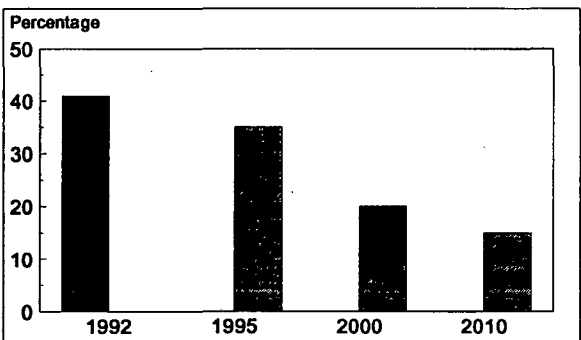
Adult Education

Life-long learning for every adult.

- Workforce adaptability
- Adult literacy
- Educational attainment
- Recidivism



Average Rate of Reincarceration Within Three Years of Initial Release



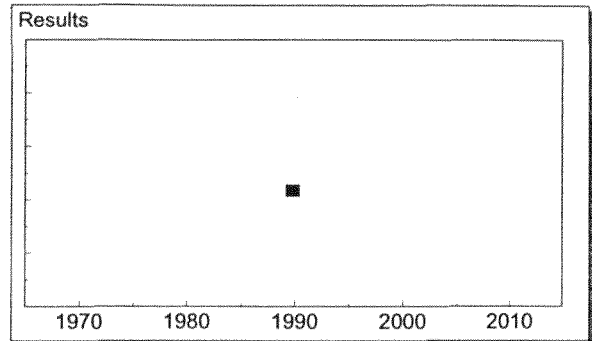
How do we get there? Guiding Principles

1. Focus on Results
2. Invest with Accountability
3. Build Public/Private Partnerships

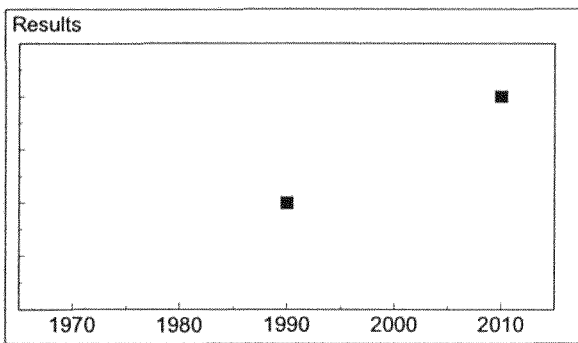
Guiding Principles

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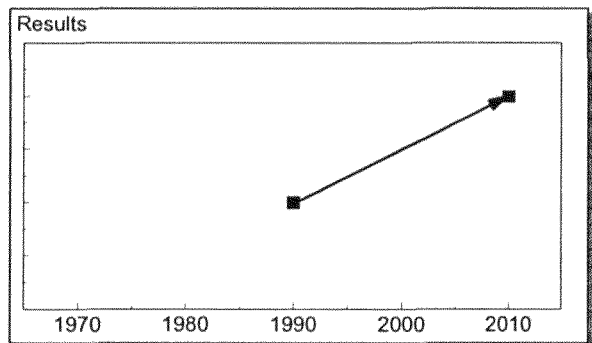
Benchmarks: The Central Idea



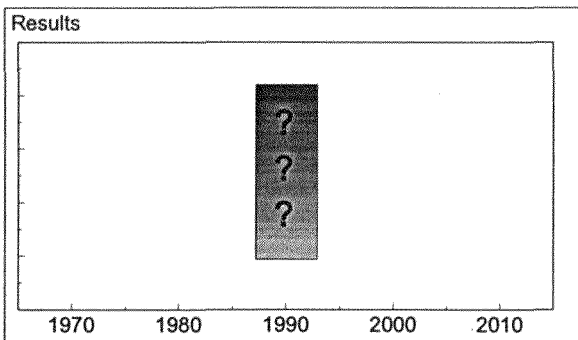
The Central Idea



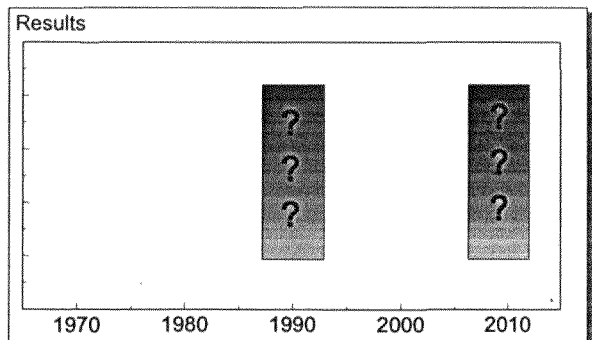
The Central Idea



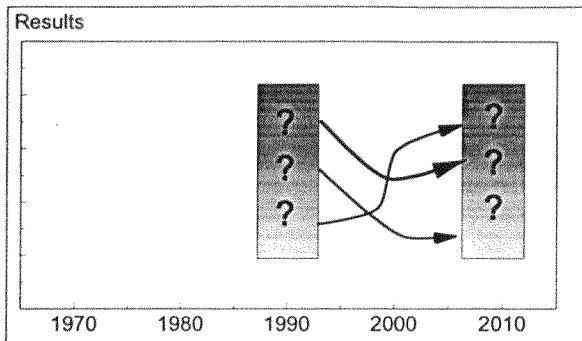
Typical Policy Model



Typical Policy Model



Typical Policy Model



Focus of Benchmarks

Results Not Effort

Results Not Effort

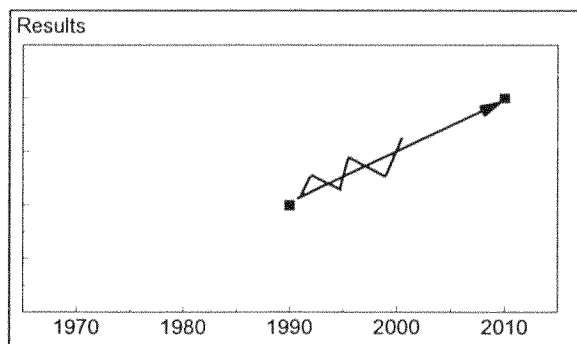
What Benchmarks Don't Measure

- School Expenditures
- Faculty Salaries
- Student/Teacher Ratios

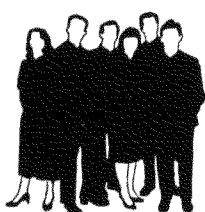
What Benchmarks Do Measure

- Literacy
- Math Skills
- Drop Out Rate

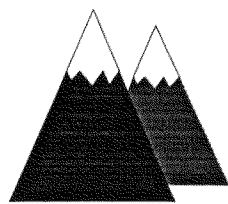
Measure Progress: Update Every 2 Years



Benchmarks Organization



105 Benchmarks
for People



91 Benchmarks for
Quality of Life



76 Benchmarks
for Economy

Results Not Effort

What Benchmarks Don't Measure

- School Expenditures
- Prison Beds
- Environmental Enforcement

What Benchmarks Do Measure

- Literacy
- Crime Rates
- Air and Water Quality

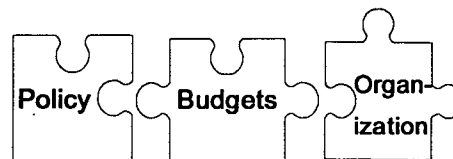
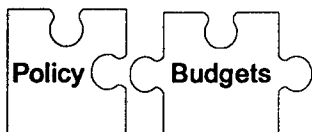
Measure Results First

Outcomes



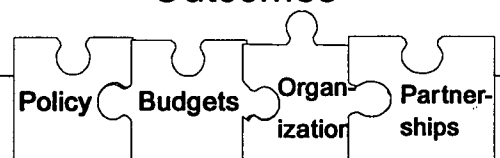
Outcomes

Outcomes



Outcomes

Outcomes



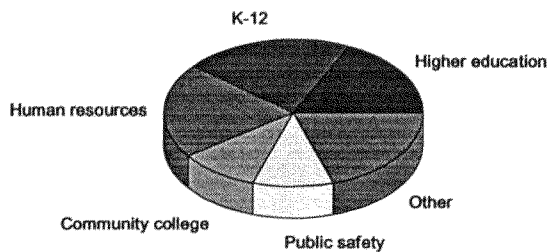
Benchmarks Organization

- 27 Urgent Benchmarks
- 18 Core Benchmarks
- 272 Total Benchmarks
- County Benchmarks in Development

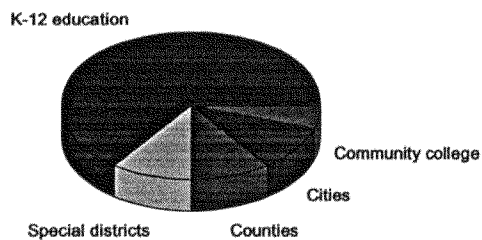
Guiding Principles

1. Focus on Results
2. Invest with Accountability
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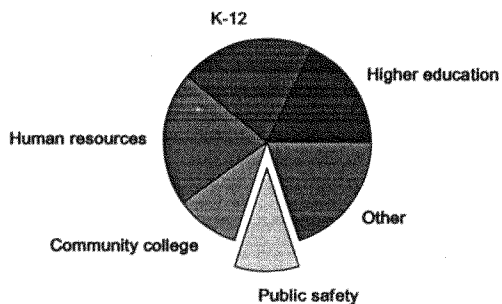
Uses of State General Fund Dollars



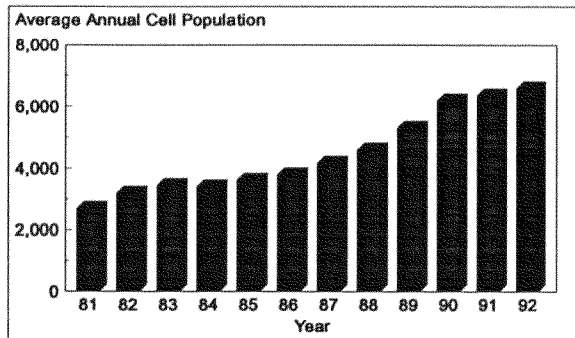
Uses of Local Property Tax dollars



Uses of State General Fund Dollars



Total Institutional Cells Space Occupancy



Total Welfare Cost per Biennium

\$800 Million

Higher Education Budget per Biennium

\$986 Million

Characteristics of Welfare Recipients

- Less education and skills
- Lower wages
- Nearly half of ADC recipients are teen mothers

Return on Investment

- \$1 invested in prenatal care will return \$3.38

Return on Investment

- \$1 invested in prenatal care will return \$3.38
- \$1 invested in child immunization programs will return \$10

Return on Investment

- \$1 invested in prenatal care will return \$3.38
- \$1 invested in child immunization programs will return \$10
- \$1 invested in Head Start will return \$4.75

Guiding Principles

1. Focus on Results
2. Invest with Accountability
3. Build Public/Private Partnerships

3. Benchmarks in Action

Benchmarks in Action

- Urgent Benchmark Teams

Children and Families

- Early Childhood Development
- Teen Pregnancy
- Drug free babies and teens



Example: Teen Pregnancy

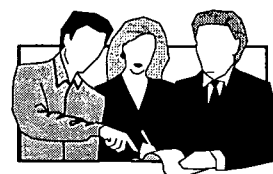
1992: The pregnancy rate for girls aged 10-17 was 19.3 per 1,000

Goals: 9.8 per 1,000 by 1995

8.0 per 1,000 by 2010

Work Force Training

- Job Skill Preparation
- Workforce Adaptability



Example:
Professional-Technical Education

1992: 9% of high school students
were enrolled in professional
technical education programs

Goals: 18% by 1995

55% by 2010

Benchmarks in Action

- Urgent Benchmark Teams
- Adopt a Benchmark

Example:
Immunization

1992: 47% of Oregon
two-year-olds have
been adequately
immunized

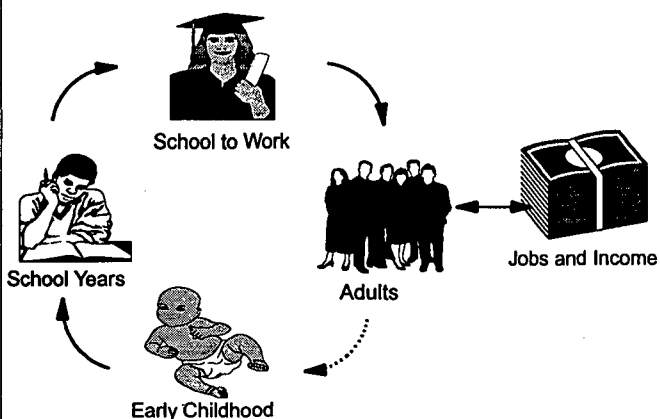
Goals: 80% by 1995

100% by 2010

Benchmarks in Action

- Urgent Benchmark Teams
- Adopt a Benchmark
- Cluster Benchmarks

Human Investment Framework



Benchmarks in Action

- Urgent Benchmark Teams
- Adopt a Benchmark
- Cluster Benchmarks
- Regional Benchmarks

Example:
Regional Benchmarks

The Children and Youth Services Commission has provided county benchmark data for early childhood benchmarks.

Benchmarks in Action

- Urgent Benchmark Teams
- Adopt a Benchmark
- Cluster Benchmarks
- Regional Benchmarks
- Performance Measures

Example:
Performance Measures

Department of Transportation has performance based measures for 170 work teams.

4. Governing for Results

Rethinking Governance

- Mission and objectives
- Budgets
- Structure and workplace
- Managing people
- Information technology
- Values

Missions and Objectives

<i>Old Model</i>	<i>New Model</i>
• Agencies define their missions	• Missions defined for entire state
• Performance objectives vague and process oriented	• Agencies connect with statewide benchmarks
	• Performance is measurable and outcome driven

Budgets

<i>Old Model: Incremental</i>	<i>New Model: Performance</i>
<ul style="list-style-type: none"> • The base is mine • Give me more for innovative programs or increased workload 	<ul style="list-style-type: none"> • Define results • Allocate dollars to achieve results • Review progress • Reward success, shrink organizations that fail

Budgets

<i>Old Model: Incremental</i>	<i>New Model: Strategic</i>
<ul style="list-style-type: none"> • Budgets change glacially • Incremental budgets focus on immediate needs 	<ul style="list-style-type: none"> • Urgent: Benchmarks are targeted • Long-term payoffs are explicitly considered • Base budget is forced to compete with new priorities

Structure and Workplace

<i>Old Model</i>	<i>New Model</i>
<ul style="list-style-type: none"> • Hierarchy and boxes • Divide tasks • Assign people to specific tasks 	<ul style="list-style-type: none"> • Networks and alliances • Collaborative teams • Empower people

Managing People

<i>Old Model: Hierarchy</i>	<i>New Model: Teams</i>
<ul style="list-style-type: none"> • Break work into very specialized classifications and duties • Define minimum qualifications • Hire to fill specific job • Promote up pyramid 	<ul style="list-style-type: none"> • Recruit and hire best people with broad skills • Organize teams • Training, training and more training • Compensate based on demonstrated skills and performances

Information Technology

<i>Old Model</i>	<i>New Model</i>
<ul style="list-style-type: none"> • Automate existing processes 	<ul style="list-style-type: none"> • Make desired outcomes clear and pervasive • Make information and tools accessible and universal to teams working towards those results

Values

<i>Old Model</i>	<i>New Model</i>
<ul style="list-style-type: none"> • Power • Turf • Stability and growth 	<ul style="list-style-type: none"> • Shared vision • Teams • Results

A New Language: Outcomes and Accountability

A Change in Thinking

- From crises to outcomes
- From programs to partnerships
- From hierarchies to networks
- From spending to investing

The Language of Outcomes

- What outcomes will be achieved?

The Language of Outcomes

- What outcomes will be achieved?
- How will this proposal help achieve those outcomes?

The Language of Outcomes

- What outcomes will be achieved?
- How will this proposal help achieve those outcomes?
- What measurable improvements can be expected?

The Language of Outcomes

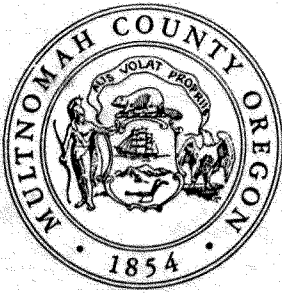
- What outcomes will be achieved?
- How will this proposal help achieve those outcomes?
- What measurable improvements can be expected?
- Why is this the best way to achieve the outcomes?

The Language of Outcomes

- What outcomes will be achieved?
- How will this proposal help achieve those outcomes?
- What measurable improvements can be expected?
- Why is this the best way to achieve the outcomes?
- Who are your partners?

The Language of Outcomes

- What outcomes will be achieved?
- How will this proposal help achieve those outcomes?
- What measurable improvements can be expected?
- Why is this the best way to achieve the outcomes?
- Who are your partners?
- How will you report success or failure of the proposal?



Beverly Stein, Multnomah County Chair

Room 1410, Portland Building
1120 S.W. Fifth Avenue
P.O. Box 14700
Portland, Oregon 97204
(503) 248-3308

M E M O R A N D U M

TO: Board of County Commissioners Department Directors
Elected Officials Quality Services Staff
Management Support Services

FROM: Beverly Stein
Multnomah County Chair

DATE: September 10, 1993

RE: Portland Multnomah County Progress Board Update

Duncan Wyse, Executive Director of the Oregon Progress Board, will be making a presentation at the next Board briefing which is scheduled for Tuesday September 10 from 10:30 - 11:30 in the Boardroom, 6th floor, County Courthouse.

The presentation will provide a common frame of reference for us as we review benchmarks for our Progress Board and later adopt County benchmarks. Duncan makes an excellent and challenging presentation. Please try to attend.

In addition, the agenda and supporting materials for the next Progress Board meeting is attached. It is scheduled:

TUESDAY SEPTEMBER 21
1:00 - 4:00
World Trade Center Conference Room 2 & 3
Mezzanine Level
25 S.W. Salmon

The agenda for this meeting relates to every County department in some way, so you may find it interesting to attend. Please feel welcome to come.

Thank you.

1993 SEP 10 PM 4:51
MULTNOMAH COUNTY
OREGON



**PORTLAND-MULTNOMAH COUNTY PROGRESS BOARD
MEETING NOTICE**

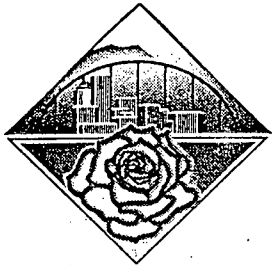
Tuesday, September 21, 1993

1:00 - 4:00 pm

World Trade Center Conference Room 2 & 3
Mezzanine Level
25 S. W. Salmon

A G E N D A

- I. 1:00 pm Call to Order
Introductions
- II. 1:10 pm Review & Refine Environment/
Quality of Life Benchmarks
- III. 2:00 pm Education/Children & Families
Task Force Report
2:30 pm Q & A
- IV. 3:00 pm Public Safety Task Force Report
3:30 pm Q & A
- V. 3:55 pm Closing Remarks
Announcements
- VI. 4:00 pm Adjournment



**P O R T L A N D
F U T U R E F O C U S**
BRIDGING TO THE NEW CENTURY

1120 S.W. 5th
Room 1250
Portland, OR 97204
503-823-6990
Fax: 823-5384

STEERING COMMITTEE

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Patty Rueter
Debbie McCabe

MEMORANDUM

TO: Education Committee

FROM: Debbie McCabe

DATE: September 8, 1993

**RE: REVISED EDUCATION/CHILDREN & FAMILIES
BENCHMARKS**

Attached are the results of the August 26th meeting. Please review them and if you have corrections or further comments, please contact me by Wednesday, September 15.

These benchmarks are scheduled to be presented to the Portland-Multnomah County Progress Board on Tuesday, September 21. The Board meeting will be from 1:00 - 4:00 pm at the World Trade Center Conference Room 2 & 3, Mezzanine Level, 25 S. W. Salmon. The Education Benchmarks are scheduled to be presented at approximately 2:00 pm.

I hope you can find time in your schedule to attend the Progress Board presentation. Your perspective on the rationale behind the benchmarks may be needed.

**EDUCATION/CHILDREN & FAMILIES
DRAFT LEAD BENCHMARKS**

**Created by Portland Future Focus
Education Committee**

September 8, 1993

EDUCATION/CHILDREN & FAMILIES

DRAFT LEAD BENCHMARKS

September 8, 1993

GOAL: Value children and help them achieve their full potential.

DRAFT LEAD BENCHMARK:

- ◆ Percentage of children meeting specific health and developmental standards for their age.*

Secondary Indicators:

- Percentage of children 0-17 living above 100% of the federal poverty level.*
- Percentage of two year olds who are adequately immunized.*
- Number of children abused or neglected per 1,000 persons under 18.*
- Percentage of infants whose mothers did not use drugs, alcohol, or tobacco during pregnancy.*
- Pregnancy rate per 1,000 females ages 10-17.*
- Percentage of children who were homeless at some time in the past year.*
- Percentage of children with health insurance.
- Percentage of children (0 - 6 yrs. old) receiving basic health and developmental screening.
- Percentage of community resources committed to children.
 - * Public dollars
 - * Philanthropic dollars
 - * Volunteer hours
- Percentage of families receiving social services in neighborhood facilities.
- Average waiting time between referral to health and developmental services and receipt of services.
- Percentage of eligible children receiving Head Start type services.
- Number of Latch Key children per student population.
- Reported number of children under five years of age left unsupervised.

Comments:

Developmental assessments need to be done throughout K-12. Standards need to be developed. Developmental assessments should be done in years coinciding with skill proficiency assessments.

* State Benchmarks

GOAL: Graduate all children from high school with skills enabling them to succeed in the work force and/or in post-secondary education, including the fundamental ability to read, write, communicate, compute and reason.

DRAFT LEAD BENCHMARK:

- ◆ Percentage of students completing secondary education with Certificate of Advanced Mastery competencies.
 - Reading
 - Math
 - Critical Thinking
 - Writing Skills
 - Arts & Humanities
 - Communication
 - Social Responsibility

Secondary Indicators

- Percentage of high school students completing professional-technical education and entrepreneurial programs.*
- Percentage of students attending post-secondary school following graduation from high school.
- Percentage of special education students completing secondary education.
- Percentage of students completing work-based learning programs.

Comments:

Certificate of Advanced Mastery (CAM) competencies are currently being developed. These should serve as the standards of success for completing secondary education.

It is assumed that students must meet skill proficiency levels at the 5th and 10th grade to achieve a Certificate of Advanced Mastery.

GOAL: Establish a stronger system of post-secondary education to meet the region's needs for accessible education, expanded graduate programs, high quality research, technology transfer, and economic development.

DRAFT LEAD BENCHMARK:

- ♦ The number of people enrolling in post-secondary education, and percentage of students completing their desired program of study.

Secondary Indicators:

- The percentage of students who are denied access to classes needed to complete requirements in a field of study.
- The percentage of ethnic/minority people enrolled in higher education.
- The percentage of students who apply and receive scholarships and financial aid.
- The number of formalized cooperative programs between post-secondary institutions.
- Job placement rate for students completing program of study.
- Number of formal partnerships involving K-12, community colleges, and higher education institutions working together.
- Oregon's national ranking in federal and private research and development funding per capita.
- Percentage of students completing work-based learning programs.

Comments:

The institutions of higher education addressed by this goal are Portland State University, Community Colleges, Oregon Health Sciences University, OIT, and the private colleges and universities within the Portland metropolitan area.

GOAL: Enable citizens with special needs to live and receive a full range of services throughout the region.

DRAFT LEAD BENCHMARK:

- ◆ Percentage of citizens with special needs (including low-income) living in safe and adequate housing with appropriate support for physical and social needs.

Secondary Indicators:

- Percentage of special needs citizens employed.
- Percentage of special needs citizens living above the poverty level.
- Average waiting time between referral and receipt of services for special needs citizens.
- Percentage of special needs citizens using public transportation.
- Percentage of families who serve as care providers who receive respite care themselves.

GOAL: Make full use of the talents of the elderly and provide excellent human services for them.

DRAFT LEAD BENCHMARKS:

- ◆ Percentage of seniors receiving appropriate services and participating in community programs.

Secondary Indicators:

- Percentage of seniors living in the least restrictive setting, either in their own homes or in alternative home settings.
- Percentage of seniors receiving and volunteering in:
 - * education
 - * arts
 - * cultural activities
 - * social activities
 - * health activities

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GOAL: To embrace and celebrate diversity and eliminate bigotry, enhancing our sense of community.

DRAFT LEAD BENCHMARK:

- ♦ Minority student completion rate.

Secondary Indicators:

- Percentage of minority students who achieve established skill levels.

PUBLIC SAFETY DRAFT LEAD BENCHMARKS

**Created by the Portland Future Focus
Public Safety Sub-Committee**

August 31, 1993

A high priority has been placed on creating a short list of lead benchmarks that are easily read and understood. There may be other standards by which to measure outcomes to reduce crime and prepare for emergencies, but the following benchmarks represent key benchmarks that the committee feels, if focused upon and tracked, the City of Portland and its governing bureaus will begin to positively impact trends occurring in the arena of public safety.

The public safety committee recognizes that the issue of crime and the violence associated with it can only truly be combatted if children and their families live in an environment that is both socially and economically supportive. In doing so, the committee has endeavored to take a global, yet realistic, approach in developing lead benchmarks by which to measure Portland's efforts in achieving its public safety goals. In recognizing that education, economic development, and quality of life issues would be addressed by other task forces, the committee hopes that key benchmarks developed for these areas will also play a part in building safer communities.

For those lead benchmarks addressing numbers of reported crimes, the committee acknowledges that increases in reporting may be positive in that it is a telling measure of public confidence in the public safety system.

Finally, effectively addressing problems of public safety in a city involves examining areas within the city where crime rates are high. The committee stresses that PDX measure the results of its public safety activities by neighborhood because it is to this unit of area most citizens associate and thus call safe or unsafe. In doing so, the City will better be able to communicate to the public about its efforts to reduce crime and target resources to the most affected areas.

GOAL:

- ◆ Reduce crime, especially violent crime, as well as the fear of crime, and increase city and community partnerships beginning in high-crime areas.

CRIME PREVENTION

- ◆ Children ages 0 - 17 living above 100 percent of the poverty level.*
- ◆ Adults who have completed high school or an equivalent program.*
- ◆ Youth involved with alcohol, tobacco, or other illicit drugs within the last month (eight grade and eleventh grade).*
- ◆ Pregnancy rate per 1,000 females ages 10 - 17.*

COMMENTS:

The well-being of families is the foundation of a safe community. These benchmarks target characteristics of family life that, if left unaddressed, increase feelings of hopelessness and desperation in citizens, which often paves the way for criminal activity. It is to be stressed that males and females are equally responsible for their actions, both inside and outside the family unit. By focusing on these root causes of crime and where responsibilities lay, we will be more likely to progress towards the goal of preventing crime.

NOTE:

Asterisk () indicates State Benchmark.*

PARTNERSHIPS:

COMMUNITY RESPONSIBILITY AND INVOLVEMENT

- ◆ Percentage of citizens in PDX who feel safe and secure.
 - number of citizens, community organizations, and businesses involved in community policing.*

COMMENTS:

This benchmark is a measure of the livability of Portland's neighborhoods and is a telling factor of how committed to and effective are Portland's public safety providers in working with and for its citizens to genuinely create safe communities. The public's perception of safety within a neighborhood is critical to the success of other issues of livability such as social harmony and family stability.

Community policing is a philosophy which recognizes the inter-dependence and shared responsibility of the police and community in making Portland a safer, more livable city. This partnership jointly identifies community safety issues, determines resources, and applies innovative strategies designed to create and sustain healthy, vital neighborhoods.

- ◆ Number of businesses/organizations involved/participating, through job opportunities and investments, in high-risk crime communities.
 - employment rate in high risk neighborhoods
 - number of businesses that reinvest at least two percent of their pre-tax profits annually in the community.

COMMENTS:

This benchmark provides a measure of how committed Portland's businesses and organizations are in providing and increasing the opportunities for all communities in Portland to become more livable places.

DOMESTIC VIOLENCE

◆ Number of reported incidents of domestic violence including:

- children abused per 1,000 people under 18,*
- children neglected per 1,000 people under age 18,*
- spouses or domestic associates abused per 1,000 people,
- elderly abused per 1,000 people,* and
- families repeatedly victimized by such incidents.

COMMENTS:

This benchmark provides a measure of the emotional health of Portlander's as individuals and families. The stability of the family unit is a crucial building block toward decreasing the potential for criminal behavior.

DIVERSITY

◆ Number of reported crimes against people or property, per 1,000 people, motivated by prejudice including:

- race,*
- age,
- gender,
- ethnicity,
- sexual orientation,*
- religion,*
- national origin,* or
- physical or mental ability.

COMMENTS:

This benchmark provides a measure of the social livability of Portland's communities by means of the tolerance levels of the people living within them. It also provides a measure of the community's comfort level in reporting such crimes to local authorities and community organizations and knowing that they will be handled in a respectful and confidential manner.

- ◆ Percentage of diversity within public safety providers to reflect the communities served as measured by:
 - race,
 - age,
 - gender,
 - ethnicity,
 - sexual orientation,
 - national origin, or
 - physical or mental ability.

COMMENTS:

This benchmark provides a measure of how inclusive Portland's public safety provider's governing bodies and organizations are to people of diverse backgrounds, which, if increased to reflect the communities served, will lay the groundwork for a more open community where language and cultural barriers are less divisive. Recognizing, honoring, and mutually respecting others allows for better communication between and amongst all people; this will provide better access to social service support for the whole community.

CRIME

- ◆ Number of reported crimes per 1,000 people, including:
 - Part one crimes (willful murder, aggravated assault, burglary, larceny, motor vehicle theft, arson) committed outside of the family unit,*
 - under age 18
 - over age 18
 - Part two crimes (negligent homicide; kidnapping; simple assault; forgery; fraud; vandalism; weapon, drug, and liquor law violations; prostitution),* and
 - Number of arrestees testing positive for alcohol or other illicit drugs in Multnomah County.*

COMMENTS:

This benchmark is the fundamental measure of public safety for Portland. It specifically addresses the dramatic increase in violent crimes committed by youth under eighteen. The community, in targeting its resources to support the child and family, will hopefully address the root causes of violent crime and treat the affected youth earlier in the continuum of public safety sanctions and thus increase the opportunity for rehabilitation.

Many of the crimes committed in our communities are also drug or alcohol related. This benchmark measures the effects of drug and alcohol on the public safety of the community and the efforts aimed at reducing the cycle of addiction.

GOAL:

- ◆ **Increase citizen involvement and regional partnerships to prevent minor and major medical and fire incidence and to efficiently respond to catastrophic disasters.**

EMERGENCY PREPAREDNESS

- ◆ **Percentage of citizens who believe they are prepared to respond to an area-wide emergency.**
 - percentage of emergency service providers participating in Community Emergency Services

COMMENTS:

This benchmark measures the extent to which Portlanders live within jurisdictions that have an emergency management program in place with the capability to respond to a disaster, coordinate multi-jurisdictional resources, and assist communities to fully recover from the effects as well as how well those bureaus involved in such a plan communicate with and educate the public about it.

- ◆ **Loss per capita, both property and person, due to fire and medical emergency situations.**
 - number of lives lost per 1,000 citizens
 - number of fires per 1,000 residences
 - total fire loss per capita
 - dollar value of loss as a percentage of structure exposed
 - percent of fire calls responded to in four minutes or less
 - percent of Emergency Medical Service calls responded to in four minutes or less
 - number of calls for actual fire and medical emergency services, as defined by actual situation found and not for reason dispatched.

COMMENTS:

This benchmark evaluates the actual activity of emergency service providers when responding to emergency community needs.