



**Multnomah County Oregon**

## **Board of Commissioners & Agenda**

**connecting citizens with information and services**

### **BOARD OF COMMISSIONERS**

**Diane Linn, Chair**

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214

Phone: (503) 988-3308 FAX (503) 988-3093

Email: [mult.chair@co.multnomah.or.us](mailto:mult.chair@co.multnomah.or.us)

**Maria Rojo de Steffey, Commission Dist. 1**

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214

Phone: (503) 988-5220 FAX (503) 988-5440

Email: [district1@co.multnomah.or.us](mailto:district1@co.multnomah.or.us)

**Serena Cruz, Commission Dist. 2**

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214

Phone: (503) 988-5219 FAX (503) 988-5440

Email: [serena@co.multnomah.or.us](mailto:serena@co.multnomah.or.us)

**Lisa Naito, Commission Dist. 3**

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214

Phone: (503) 988-5217 FAX (503) 988-5262

Email: [district3@co.multnomah.or.us](mailto:district3@co.multnomah.or.us)

**Lonnie Roberts, Commission Dist. 4**

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214

Phone: (503) 988-5213 FAX (503) 988-5262

Email: [lonnie.j.roberts@co.multnomah.or.us](mailto:lonnie.j.roberts@co.multnomah.or.us)

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### **MARCH 15, 16 & 17, 2005 BOARD MEETINGS FASTLOOK AGENDA ITEMS OF INTEREST**

Pg 2	8:30 a.m. Tuesday Budget Work Session
Pg 2	8:30 a.m. Wednesday Budget Work Session
Pg 3	9:00 a.m. Thursday Executive Session
Pg 4	9:30 a.m. Thursday Legislative Update
Pg 4	10:00 a.m. Thursday Briefing on the Disposition Recommendation for Montavilla Building
Pg 4	10:45 a.m. Thursday Briefing on the Disposition Recommendation for the Edgefield Property and the Hansen and State Medical Examiner Buildings
Pg 4	11:15 a.m. Thursday Overview of Adult Mental Health and Addiction Services Division
Pg 4	1:30 p.m. Thursday Public Hearing on Measure 37 Claim Filed by Dorothy English, et. al.
<b>March 24, 2005 Board Meeting Cancelled</b>	

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

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Tuesday, March 15, 2005 - **8:30 AM**  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **BUDGET WORK SESSION**

WS-1 Budget Work Session on Composite Ranking – Round 1 Outcome Team  
Available per Priority Area. 3.5 HOURS REQUESTED. This session will  
be cable-cast live and taped and may be seen by Cable subscribers in  
Multnomah County at the following times:

Tuesday, 3/15/05 at 8:30 AM, (LIVE) Channel 21  
Friday, 3/18/05 at 8:00 AM, Channel 29  
Saturday, 3/19/05 at 8:00 AM, Channel 29  
Sunday, 3/20/05 at 10:00 AM, Channel 29  
Produced through Multnomah Community Television  
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or <http://www.mctv.org>

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Wednesday, March 16, 2005 - **8:30 AM**  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **BUDGET WORK SESSION**

WS-2 Budget Work Session on Composite Ranking - Round 1 Outcome Team  
Available per Priority Area. 3.5 HOURS REQUESTED. This session will  
be cable-cast live and taped and may be seen by Cable subscribers in  
Multnomah County at the following times:

Wednesday, 3/16/05 at 8:30 AM, (LIVE) Channel 21  
Saturday, 3/19/05 at 3:00 PM, Channel 29  
Sunday, 3/20/05 at 5:00 PM, Channel 29  
Monday, 3/21/05 at 8:30 PM, Channel 29  
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Thursday, March 17, 2005 - 9:00 AM  
Multnomah Building, First Floor Commissioners Conference Room 112  
501 SE Hawthorne Boulevard, Portland

## **EXECUTIVE SESSION**

- E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(2)(h). Only Representatives of the News Media and Designated Staff are allowed to Attend. Representatives of the News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Executive Session. No Final Decision will be made in the Executive Session. Presented by Agnes Sowle. 30 MINUTES REQUESTED.
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Thursday, March 17, 2005 - 9:30 AM  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **REGULAR MEETING**

### **CONSENT CALENDAR - 9:30 AM** **NON-DEPARTMENTAL**

- C-1 Appointment of Doug Montgomery to the Multnomah County CITIZEN INVOLVEMENT COMMITTEE

### **DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES**

- C-2 RESOLUTION Authorizing the Execution of Bargain and Sale Deed D052002 for Repurchase of Tax Foreclosed Property by the Former Owners, Mark D. and Susan Stauffer and Walter E. & Diane L. Steeves

### **REGULAR AGENDA - 9:30 AM** **PUBLIC COMMENT - 9:30 AM**

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

## **NON-DEPARTMENTAL - 9:30 AM**

- R-1 **9:30 AM TIME CERTAIN:** Public Affairs Office Briefing on Activities of the State of Oregon 73rd Legislative Assembly. Presented by Gina Mattioda and Stephanie Soden. 30 MINUTES REQUESTED.
  - R-2 Authorizing Settlement of Claim for Damages to City of Portland Property
  - R-3 NOTICE OF INTENT to Submit a Proposal to the Centers for Disease Control and Prevention Youth Violence Prevention through Community Level Change Grant Competition
  - R-4 RESOLUTION Authorizing Condemnation and Immediate Possession of Real Property Interests for the Purpose of Constructing the New Sauvie Island Bridge and Removing the Existing Bridge
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Thursday, March 17, 2005 - 10:00 AM  
(OR IMMEDIATELY FOLLOWING REGULAR AM MEETING)  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **BOARD BRIEFINGS**

- B-1 Disposition Recommendation for the Montavilla Building. Presented by Doug Butler and Lynn Dingler. 45 MINUTES REQUESTED.
- B-2 Disposition Recommendation for the Edgefield Property, Hansen Building, and the State Medical Examiners Building. Presented by Doug Butler and Lynn Dingler. 30 MINUTES REQUESTED.
- B-3 Overview of Adult Mental Health and Addiction Services Division. Presented by Patricia K. Pate, Nancy Winters, Sandy Haffey, Kathy Shumate, David Hidalgo, Ray Hudson, John Pearson and Joan Rice. 1 HOUR REQUESTED.

Thursday, March 17, 2005 - 1:30 PM  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **CONTINUED REGULAR MEETING**

### **DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES - 1:30 PM**

R-5 PUBLIC HEARING to Consider and Possibly Act Upon a Measure 37 Claim Filed by Dorothy English, et. al., for Compensation in the Amount of \$1,150,000 or the Right to Create 8 Lots and Build 8 Homes on Property Located at 13100 NW McNamee Road. Presented by Derrick Tokos, Sandra Duffy and John Thomas. 2.5 HOURS REQUESTED.

This portion of the Regular Board Meeting will also be cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 3/17/05 at 1:30 PM (LIVE) on Channel 29  
Saturday, 3/19/05 at 12:30 PM on Channel 29  
Sunday, 3/20/05 at 2:30 PM on Channel 29  
Wednesday, 3/23/05 at 8:00 PM on Channel 29  
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## MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

### Board Clerk Use Only

Meeting Date: 03/16/05  
Agenda Item #: WS-2  
Est. Start Time: 8:30 AM  
Date Submitted: 02/23/05

**BUDGET MODIFICATION:** -

**Agenda Title:** Budget Work Session on Composite Ranking - Round 1 Outcome Team  
Available per Priority Area

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

<b>Date Requested:</b>	March 16, 2005	<b>Time Requested:</b>	3.5 hours
<b>Department:</b>	DBCS-Finance, Budget, & Tax	<b>Division:</b>	Budget Office
<b>Contact(s):</b>	Karyne Dargan, Dave Boyer		
<b>Phone:</b>	503-988-3312	<b>Ext.:</b>	22457
	<b>I/O Address:</b>	503/5/531	
<b>Presenter(s):</b>	Dave Boyer, Karyne Dargan and Mark Campbell, with Peter Hutchinson and Laurie Ohmann from Public Strategies Group		

### General Information

#### 1. What action are you requesting from the Board?

This work session will offer the Board a chance to hear about the FY 2006 budget program offers that have been submitted in each priority area. The purpose of the work session is to deepen Countywide knowledge of priority factor maps, selection strategies and departmental program offers.

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

The County is in the first year of priority-based budgeting, a different way of preparing its annual budget. It wants to assure that it delivers results that matter most to citizens at the price citizens are willing to pay. In completing this budget priority-setting process, the County also wants to prepare itself to set priorities and focus the budget on results in FY 2006 and beyond.

This will not be a traditional budget balancing exercise. The County desires to pursue a process that answers the question "With the money we have, how can we best use our available resources to

achieve the results that matter most to our citizens?" The focus will be on what to keep, not on what to cut. The County has hired the Public Strategies Group (PSG) to facilitate the development of the priority-based budget process to use for the sunset of the ITAX and in years to come.

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

N/A - Board work session only.

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

N/A - Board work session only.

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

The budget priority-setting process has included significant public participation. Several community forums have been held to date, and additional public hearings and community forums have been scheduled at various times during the upcoming months.

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**Required Signatures**

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**Department/  
Agency Director:**

*David G. Boyer*

**Date:** 02/23/05

**Budget Analyst:**

*Kayne Dargatzis*

**Date:** 02/23/05

**Department HR:**

**Date:**

**Countywide HR:**

**Date:**

**BOGSTAD Deborah L**

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**From:** DESIGN TEAM CO-CHAIRS  
**Sent:** Friday, March 04, 2005 3:48 PM  
**To:** #MULTNOMAH COUNTY ALL EMPLOYEES  
**Subject:** Budget Priority Setting Update

February 25, 2005

**To:** County Employees  
**From:** Chair Diane Linn and Commissioner Serena Cruz, Design Team Co-chairs  
**Re:** Budget Priority Setting Update

On March 1 and 2 of this week, Outcome Team leaders presented a refresher on their strategy maps to the Board of County Commissioners, and department directors and key staff did an excellent job of discussing how their program offers contribute to the priority areas.

Last week, Outcome Teams ranked all the program offers submitted by departments. Rankings were based on the Teams' assessment of how well each program offer contributed results that furthered the priority area. On March 11, the Board will complete their round 1 ranking. During the week of March 14, the Board will meet in a work session with the Outcome Teams to discuss their respective rankings for learning and clarification. On March 18, the Board will complete their final ranking. The composite scores for the rankings will be posted on the Budget Priority Setting Website after they've been compiled.

Every program offer provides important services, but because this process is designed to help us identify the highest priorities, the rankings are divided into three categories. Program offers that contribute most to the priorities will be ranked high; the next third most important will be ranked medium; the last third will be ranked low, relative to their contribution to the priority. Again, we want to be clear that ranking does not reflect a program offer's inherent value, funding sources or whether it's mandated, but is a necessary methodology that we must use in order to identify which priorities we can fund.

Rankings, recommendations from citizens, the Guidance Team and other stakeholders will all be taken into consideration as the Chair develops her Executive budget, which is due May 5.

A complete schedule of budget hearings and work sessions is now available, along with this week's BCC agenda and the information presented. The Budget work sessions are open to the public or can be viewed on county computers via streaming media.

We continue to meet our objectives in this process, thanks to the efforts of so many county staff. We're mindful that the added workload and the ambiguity of dealing with so many unknowns can be stressful. We will continue to provide as much information as we can as soon as it becomes known. Thank you for your continued support.

3/8/2005



**BOGSTAD Deborah L**

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**From:** DARGAN Karyne A**Sent:** Tuesday, March 08, 2005 10:29 AM

**To:** #EXECUTIVE COMMITTEE; YANTIS Wanda; AAB Larry A; Andreas, Valerie; BALL John; BELL Iris D; BOYER Dave A; CAMPBELL Mark; CARROLL Mary P; CRUZ Serena M; DARGAN Karyne A; ELKIN Christian; FARRELL Delma D; FLYNN Suzanne J; FORD Carol M; FULLER Joanne; GRAVELY Robert M; HAY Ching L; HEWITT Douglas B; JASPIN Michael D; KIRK Christine A; LANDIS Sarah E; LINN Diane M; MARCH Steve J; MARCY Scott; MARTIN Chuck T; MATTIODA Gina M; MORIMITSU Kathryn A; NEBURKA Julie Z; NICE Matt L; ROMERO Shelli D; SIMPSON Thomas G; TINKLE Kathy M; WEST Kristen; WILTON Nancy L; WOLF Jill; ASPHAUG Scott E; BELCOURT Joy; EASTER Johnette; GUINEY Tom M; HANSELL Tom J; HARRIS Mindy L; HOUGHTON David B; HUDSON Ray; JAROSH Judi L; JOSLIN Amy M; KIPP Donna J; KOCH David M; LE Van T; LEAR Wendy R; LEBOW Wendy C; LIDAY Steve G; MAESTRE Robert A; MCGEE Tanya Colie; MIKKELSEN June; MINDT Pam; MITCHELL Brennan J; OEHLKE Vailey; ORR Mary C; OSWALD Michael L; PEOPLES Kim E; PORTER Rebecca L; RAMSTEN Jeanne; ROCHE Hector R; SAMOLINSKI Peggy L; SHORTALL Mary E; STEWARD Becky A; SWACKHAMER Sherry J; THOMAS Bob C; TREB Kathleen A; TUNEBERG Kathleen A

**Cc:** #EXECUTIVE COMMITTEE CC; MORIMITSU Kathryn A; 'Connie Nelson'; Laurie; 'Peter Hutchinson'; 'Motssom@aol.com'; BOGSTAD Deborah L

**Subject:** Agenda for 3/15 and 3/16 BCC Worksession on Program Ranking

Chair Linn, Commissioner Cruz, other members of the Board, Department Heads and staff, Design and Outcome Team Members -

Attached is the agenda for the 3/15 and 3/16 Board worksessions comparing the results of the program ranking exercise.

The purposes of these worksession are to discuss the rankings. There are no decisions to be made. PSG will facilitate a discussion by priority/outcome in which the BCC will see its composite ranking by priority as well as each Outcome Team's ranking of the programs submitted to their team. Discussion will focus on clarifying understandings among Board members on the programs. Outcome teams will briefly describe how they approached the ranking exercise and will be available to answer questions about their ranking; department heads and staff will be available to answer questions about the programs.

The Board members are scheduled to complete their rankings by 3/11. Once we (the Budget Office) have the BCC composite report we will create a report comparing the Board program rankings and the Outcome Team rankings. The report will be sorted by the Board's composite ranking. So stay tuned! We'll get that out as soon as possible.

Give me a call if you have any questions.

Thanks,  
Karyne

3/8/2005

**BOGSTAD Deborah L**

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**From:** DESIGN TEAM CO-CHAIRS  
**Sent:** Monday, March 14, 2005 8:36 AM  
**To:** #MULTNOMAH COUNTY ALL EMPLOYEES  
**Subject:** Budget Priority Setting Update

March 14, 2005

**To:** County Employees  
**From:** Chair Diane Linn and Commissioner Serena Cruz, Design Team Co-chairs  
**Re:** Budget Priority Setting Update

Last week, as the Board of County Commissioners completed their Round 1 ranking of program offers, we're aware that there is a high degree of interest and possible concern regarding the results. We want to be clear that no decisions about program funding will be made solely on the basis of the ranking exercises.

The ranking exercises provide a starting point to begin identifying priorities at a countywide level. It is necessary that we go through this process given our financial reality, which is the on-going structural deficit and the loss of temporary income tax revenue – approximately \$15 million for FY 2006, and \$30 million for FY 2007. More importantly, the exercises and ensuing discussions provide an opportunity for the Board, Outcome Teams and department directors to review, discuss, and clarify program offers.

The Chair will take into consideration the learnings from these discussions, the rankings, and the input from the CBACs (Citizen Budget Advisory Committees), the Guidance Team, and other community stakeholders to develop her Executive Budget, which will be made public on May 5. This will not be the final Budget. Public hearings, amendments and impacts from the State's budget mean that the County Budget will not be adopted (finalized) until June 2.

We are aware that dealing with unknowns over the next few months can be uncomfortable. We will continue to provide information as soon as it is known. A special countywide team comprised of Human Resources managers and Administrative Services Managers has also been formed to identify resources and develop plans to support county staff and managers.

Upcoming budget-related activities are detailed below.

- March 15 and 16: Budget Work Sessions with the Board of County Commissioners, Outcome Teams, department directors and key staff to discuss and review the Outcome Teams' and Board's Round 1 rankings. Discussion will focus on clarifying understanding. No decisions will be made. March 15 presenters will be Vibrant Communities, Education and Basic Living Needs; March 16 will be Thriving Economy, Accountability, and Safety. The agendas and cable schedule are posted.
- March 15 or 16: A report that compares the BCC and Outcome Team rankings will be posted to the Priority Budget Setting Website.
- March 15: The Guidance Team (comprised of members of the business and civic community) meets to review the budget process and provide input.
- March 21: Results of the Board's Round 2 ranking will be published on the budget Website. Round 2 rankings will factor in the learnings from the Round 1 exercise.

3/14/2005

**BOGSTAD Deborah L**

**From:** DARGAN Karyne A  
**Sent:** Monday, March 14, 2005 8:53 AM  
**To:** LINN Diane M; ROJO DE STEFFEY Maria; ROBERTS Lonnie J; CRUZ Serena M; NAITO Lisa H; #EXECUTIVE COMMITTEE; YANTIS Wanda; AAB Larry A; Andreas, Valerie; BALL John; BELL Iris D; BOYER Dave A; CAMPBELL Mark; CARROLL Mary P; CRUZ Serena M; DARGAN Karyne A; ELKIN Christian; FARRELL Delma D; FLYNN Suzanne J; FORD Carol M; FULLER Joanne; GRAVELY Robert M; HAY Ching L; HEWITT Douglas B; JASPIN Michael D; KIRK Christine A; LANDIS Sarah E; LINN Diane M; MARCH Steve J; MARCY Scott; MARTIN Chuck T; MATTIODA Gina M; MORIMITSU Kathryn A; NEBURKA Julie Z; NICE Matt L; ROMERO Shelli D; SIMPSON Thomas G; TINKLE Kathy M; WEST Kristen; WILTON Nancy L; WOLF Jill; ASPHAUG Scott E; BELCOURT Joy; EASTER Johnette; GUINEY Tom M; HANSELL Tom J; HARRIS Mindy L; HOUGHTON David B; HUDSON Ray; JAROSH Judi L; JOSLIN Amy M; KIPP Donna J; KOCH David M; LE Van T; LEAR Wendy R; LEBOW Wendy C; LIDAY Steve G; MAESTRE Robert A; MCGEE Tanya Colie; MIKKELSEN June; MINDT Pam; MITCHELL Brennan J; OEHLKE Vailey; ORR Mary C; OSWALD Michael L; PEOPLES Kim E; PORTER Rebecca L; RAMSTEN Jeanne; ROCHE Hector R; SAMOLINSKI Peggy L; SHORTALL Mary E; STEWARD Becky A; SWACKHAMER Sherry J; THOMAS Bob C; TREB Kathleen A; TUNEBERG Kathleen A  
**Cc:** #EXECUTIVE COMMITTEE CC; Laurie; 'Peter Hutchinson'; 'Connie Nelson'; 'Motssom@aol.com'; MORIMITSU Kathryn A; BOGSTAD Deborah L  
**Subject:** Board and Outcome Team Ranking Results for 3/15 and 3/15 Worksessions  
**Importance:** High

Chair Linn, Commissioner Cruz, other members of the Board, Department Heads, Design and Outcome Team Members -

Attached is a comparison of the Board program rankings and the Outcome Team rankings for all of the priority areas. It is sorted by the Board's composite ranking. Also attached are the agendas for 3/15 and 3/16. On 3/15 we will be reviewing Vibrant Communities, Education and Basic Living Needs priority areas. On 3/16 we will be reviewing Thriving Economy, Accountability and Safety priority areas. Outcome Teams will make a brief presentation on their approach to ranking and then be available to answer questions. Department Heads and key staff will be available to clarify any questions on program offers.

The chart below shows the level of general agreement between the Board members and between the Board members and the Outcome Teams in their ranking. Consistent with the mid-year exercise, we have around 85% to 90% agreement.



### Board and Outcome Team Agreement On Rankings

	Board Agreed (not yellow)	Board & Outcome Team Agreed (not blue or purple)
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3/14/2005

	#	%	#	%
Basic Needs	96 out of 111	86.5%	86 out of 111	77.5%
Safety	126 out of 136	92.6%	123 out of 136	90.4%
Accountability	86 out of 98	87.8%	82 out of 98	83.7%
Thriving Economy	15 out of 19	78.9%	15 out of 19	78.9%
Education	25 out of 28	89.3%	23 out of 28	82.1%
Vibrant Communities	25 out of 28	89.3%	26 out of 28	92.9%
<b>Total</b>		<b>88.8%</b>		<b>84.5%</b>

Just a reminder about the color coding on the Comparative Ranking worksheet:

**Yellow** = situations in which there was a divergence in how Board members ranked a program (i.e., 3 highs and 2 lows). This is the same as it appears in the ranking tool.

**Blue** = situations in which there was a divergence in the Board ranking of a program as compared to the Priority Team's ranking. As recommended by PSG, the criteria was a one-third difference in the ordinal ranking. For example, if there were 90 programs, then any rank difference of 30 was highlighted blue. This is also equivalent to the difference between a high and medium rank or a medium and low rank.

**Purple** = situations in which a program satisfies the criteria for both blue and yellow. In other words, there was a divergence between the priority team and the Board **AND** within the Board.

I want to thank Mike Jaspin for coming in this weekend to create the comparative worksheet and statistical review. Thanks again to Mike!

If you have any questions, please do not hesitate to contact me. Otherwise we'll see you on Tuesday!

Karyne Dargan  
Budget Director

# MULTNOMAH COUNTY OREGON

03/15/2005

8:30 a.m. – 12:00 p.m.

Boardroom



03/16/2005

8:30 a.m. – 12:00 p.m.

Boardroom

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## Agenda BCC Work Session

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03/15/2005

8:30 a.m. – 12:00 p.m.

1. Opening Comments – Chair Diane Linn, Commissioner Cruz (5 min)
2. Where We Are –
  - Review of the Work Plan
    - i. Step 1 -Confirm Fiscal Parameters, Priorities (12/16/04) - **DONE!**
    - ii. Step 2 – Outcome Teams Develop Results Maps, Strategies and Indicators for Using Multnomah County Resources (1/18) - **DONE!**
    - iii. Step 3 –Departments Develop Program Offers for Each Priority (2/1) - **DONE!**
    - iv. Step 4 – Offers Ranked by Outcome Teams Based on Contribution to Priority Area (2/28) – **DONE!**
    - v. Step 5 – Board Ranks Offers Based on their Contribution to Priority (3/18) – **IN PROCESS**
    - vi. Step 6 – Chair develops Executive Budget (5/05)
    - vii. Step 7 – Board reviews, modifies and adopts County Budget (6/2)
3. Overview of Today's Work Session (03/15) and Wednesday's Work Session (03/16) – Dave Boyer, Karyne Dargan, PSG (5 min)
4. Discussion of Rankings – PSG, Outcome Team Members, Departments (2.5 hrs)
  - PSG will facilitate a discussion by priority/outcome in which the BCC will view its composite ranking by Priority Area as well as each Priority Team's ranking of the programs assigned to their team. Discussion will focus on clarifying understandings among Board members on the programs. There are no decisions to be made.

**Vibrant Communities - *I want to have clean, healthy neighborhoods with a vibrant sense of community***

- Opening Comments from CCBAC – Brad Mclean CCBAC Chair (5 min)
- Vibrant CBAC Report - Alice Meyer (5 min)
- Vibrant Communities Outcome Team: Dave Houghten - Team Leader, Jill Wolf – Team Facilitator, and other members of Vibrant Community Team

**Education - *I want all children in Multnomah County to succeed in school***

- Education CBAC Report - Art Hendricks (5 min)
- Education Outcome Team: Wendy Lear – Team Leader, Scott Asphaugh – Team Facilitator, and other members of Education Team

**Basic Living Needs - *I want all Multnomah County residents and their families to have their basic living needs met***

- Basic Living Needs CBAC Report – Xander Patterson (5 min)
- Basic Living Needs Outcome Team: Kathy Tinkle – Team Leader, Tom Simpson – Team Facilitator, and other members of the Basic Living Needs Team

5. Wrap – Up , adjourn

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**Agenda BCC Work Session**

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03/16/2005

8:30 a.m. – 12:00 p.m.

1. Opening Comments – Chair Linn, Commissioner Cruz
2. Discussion of Rankings – PSG, Priority Team Members, Departments (3.5 hrs)
  - PSG will facilitate a discussion by priority/outcome in which the BCC will view its composite ranking by Priority Area as well as each Priority Team’s ranking of the programs assigned to their team. Discussion will focus on clarifying understandings among Board members on the programs. There are no decisions to be made

Thriving Economy - ***I want Multnomah County to have a thriving economy***

- Thriving Economy CBAC Report - Michele Biehler (5 min)
- Thriving Economy: Mary Shortall – Team Leader, Mike Oswald – Team Facilitator, and other members of the Thriving Economy Team

Accountability - ***I want my government to be accountable at every level***

- Accountability CBAC Report - Mike Morris (5 min)
- Accountability Outcome Team: Tom Guiney – Team Leader, Kathy Tuneberg – Team Facilitator, and other members of the Accountability Outcome Team

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

- Safety CBAC Report – Jim Lasher (5 min)
- Safety Outcome Team: Becky Porter - Team Leader, Carol Ford – Deputy Team Leader, Hector Roche – Team Facilitator, and other members of the Safety Team

3. Wrap up Comments – Board, PSG

4. Next Steps – Karyne Dargan , PSG

March 12, 2005

To: Board of County Commissioners

From: Central Citizens Budget Advisory Committee

Re: 2005-06 County Budget

These past few months, the CBACs have been split into task groups along the same lines as the county Outcome Teams. The leads from each of these groups met to produce the following thoughts and recommendations regarding the 2005-06 budget.

Our citizen task groups have worked hard putting in a lot of time, thought, and effort toward their recommendations. As is to be expected with a dramatic shift in process, such as this one, there have been many issues, and we look forward to correcting those in the next budget cycle.

Most of our citizen members were able to get through these issues and have provided some meaningful input to your budget deliberations. We hope that you will find that input helpful and that you will carefully consider and give some weight to the specific budget recommendations given.

Process issues aside, we offer the following thoughts and recommendations:

We are happy to see that performance measures have become a part of the budget process. This first attempt has produced mixed results as far as providing meaningful performance indicators. Meaningful performance measures and benchmarking will provide much needed criteria to evaluate a program's effectiveness. We recommend that the departments be directed to work with the Auditor's office and with their CBACs to improve on this first effort.

Putting some time and effort into this area will not only provide much needed performance measures, it should lead to improvements in the programs themselves. Of course, these measures are also crucial in determining which programs to fund over others in these tight budget times.

On the subject of tight budgets, we are disappointed that the "structural deficit" has not been dealt with. With costs to provide programs (mostly labor) increasing faster than the county's ability to raise revenues, we will continue to make program cuts year after year. With most of the labor contracts recently negotiated, an opportunity was lost to reduce or contain the "structural deficit".



With the economic realities of the last few years, many county residents have not only gone without wage raises of any kind, they have lost benefits and many have lost their jobs. This while the cost of living and tax burden have increased. The citizens have sacrificed, and that sacrifice should not be lost.

One suggestion would be to cap the total of raises, COLAs, and benefits so as not to exceed any increase in county revenues. This would at least stop the bleeding. If nothing is done to correct the “structural deficit”, we will just continue to cut programs, and the county will lose its ability to achieve any of the priorities. We recommend, therefore, that any future labor negotiations are approached in a way to contain costs within the county’s ability to raise revenues.

Until that opportunity arises again, we also recommend that the county pursue possibilities of outsourcing more programs. We appreciate that some services and programs are already outsourced, and we hope to see more where it makes sense and where it can save money for the county.

A specific program we want to single out is #70026 – Central Grant Monitoring. With scarce county resources, it is imperative that we not lose the ability to leverage federal dollars due to incomplete monitoring. Many programs could be severely impacted by a loss of these funds. For a small investment, we can ensure county compliance. Not only that, but it is something that can be added to the performance measures and add to accountability and measuring the effectiveness of those programs.

Our last suggestion is that the County continues to pursue delinquent taxpayers. This ensures fairness to all citizens and helps the county to maximize much-needed revenues.

We thank you for taking the time to consider our recommendations. Once again, the citizen task groups gave much time and effort; we hope that you will take the time to consider each group’s budget recommendations.

Respectfully submitted,

Brad McLean – Chair, Central Citizens Budget Advisory Committee

Mike Morris – Accountability Task Group Lead

Alice Meyer – Vibrant Communities Task Group Lead

Jim Lasher – Safety Task Group Lead

Art Hendricks – Education Task Group Lead

Michele Biehler – Thriving Economy Task Group Lead

Xander Patterson – Basic Needs Task Group Co-Lead

## VIBRANT COMMUNITIES

**Committee:** Bob Ferguson, Dean Gisvold, JoAnn Marks, Bill Ross, Sarah Willson, and Alice Meyer, Chair. JoAnn had to leave the committee after our first meeting; Dean was able to attend the last two meetings, when we met with the Outcome Team and finalized our report.

The Vibrant Community Outcome CBAC Task Group met four times: on January 31; on February 23 after which it adjourned to the Vibrant Communities public meeting; on February 28 with the Outcome Team; and on March 7 to finalize rankings and this report.

The committee came together as strangers (except for Dean and Alice) but readily made common cause and found the unanimity necessary for this report. Every member of the Task Group attended the Citizen Budget Advisory Committee Training on January 13, 2005, and, in addition, read at least the introduction to *The Price of Government*, Multnomah County's current guide to budgeting for outcomes.

The Task Force thoughtfully offers its rankings below. However, we would be remiss as citizen volunteers were we not to go beyond those rankings to make further comment, confining ourselves only to our one priority area, Clean, Healthy & Vibrant Communities.<sup>1</sup>

The Vibrant Community's "Map of key factors" addresses (1) Healthy Environment defined by four criteria; (2) Valued & Engaged Citizens defined by four criteria; and (3) Opportunities for Improving & Enjoying Life, defined by three criteria. The criteria are admirable but amorphous goals, often self-congratulatory when, in fact, their existence is due to the early effort of others.

*Healthy Environment is the dominant factor for clean, healthy, and vibrant communities.* "Careful planning has led to . . . . "beautiful parks and greenspace (including the largest urban forest in the country)" which, historically, owes more to John Olmstead and the City of Portland than to careful planning, county or otherwise. Similarly, the "personal choices that contribute to the health of the environment, balanced land use practices and conservation" are again, historically and in large measure, due to statewide efforts led by Governors Tom McCall and Bob Straub and citywide recycling efforts led by Congressman Earl Blumenauer, when he was on the Portland City Council.

*Valued and engaged citizens are the second most dominant factor for vibrant communities.* "When they feel a sense of place and a sense of belonging to a larger group they are more likely to care about what happens to that place and those people [and] there is further evidence that suggests that providing community places (such as libraries, community centers and green spaces) . . . . also increases their sense of community." While schools<sup>2</sup> are conspicuously omitted as a "causal factor" from this particular goal, no one can find a better example of a vibrant community than the attendance area neighborhood of Smith School, which is of course part of Portland Public School District #1.<sup>3</sup>

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<sup>1</sup> In one of the breakout groups, on February 23, when the City Club, League of Women Voters and Multnomah County Citizen Involvement Committee sponsored the Vibrant Community Forum, attendees were adamant that the elimination of meth, prostitution, homelessness and housing, not to mention education, safety and crime and physical and mental health, all came first and were then "enhanced" by libraries and transportation.

<sup>2</sup> "You can't really have a community without a school." David Bragdon, Metro Executive, *Oregonian* 2/26/05.

<sup>3</sup> Again, from the breakout group: "The County has nothing to do with valued and engaged citizens [or] feeling comfortable in a community [and] should focus on what it can control." Another said: "A vibrant community is a good philosophy but it doesn't really have it where the rubber hits the road."

*Opportunities for improving and enjoying life are the third factor for vibrant communities.* [where] "Residents . . . have access to education, cultural and recreational opportunities that **honor diversity** [emphasis added] and serve their needs from infancy through the retirement years." To *honor*, in its most basic meaning, publicly esteems a person of superior or unique standing. Are we not concerned and, in fact responsible for, cultural and recreational opportunities that do not discriminate?

Program offers are to be rated based on "at least one or more of four principles" [emphasis not added] which foster diverse community involvement; maximize collaboration; maximize the number of individuals on whom the program has an impact; and encourage personal responsibility for the good of the community.

We understand the first three, insofar as program offers are concerned. However, we fail to understand the role of personal responsibility in its relationship to any program offer and find the vagueness<sup>4</sup> of this principle consistent with that which permeates all the principles offered this Task Group. We assume obeying traffic laws and returning library books on time would contribute to this principle. We wonder if this ranking exercise, in which we now engage, means that we volunteers have acted as personally responsible citizens by taking on this assignment. We think not: we finish our task with the distinct impression that, while the hours contributed to it may be counted numerically, our work and our opinions will not.

The Outcome Team did not share their rankings with us, as we had been led to expect, nor did they bring Department Heads to our meeting with them. Contrary to our previous understanding, the Outcome Team was adamant in urging us to disregard all mandated programs. On reconsideration, the Team decided unanimously that, having considered mandates in our original rankings and before meeting with the Outcome Team, we could not unring that bell. Therefore, all 11 programs with a Level One Mandate as part of their program offer are at the top of our rankings, with a 3M. Of the 28 program offers presented to us, the remaining 17 have been divided into three groupings of five (3's), six (2's), five (1's) and the library anomaly 80025. Attached separately is our ranking sheet, for the record.

**Level One Mandates meriting a 3M ranking:**

70024	Recreation Fund payment to Metro
80003	Central Library Borrower's Services
80005	Central Library Research Tools & Services
80006	Central Library Readers' Services
80016	Adult Outreach
80018	East & Mid-County Neighborhood Libraries
80019	North & Northeast Neighborhood Libraries
80020	Bond Projects
80022	Westside Neighborhood Libraries
80023	Southeast Neighborhood Libraries
90010	Tax Title

**Ranking 3:**

10015B	CCFC Activities Maintains Current Level
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<sup>4</sup>"This priority is suffering from terminal vagueness." City Club Member, 2/23/05 public forum.

40013 Vector & Nuisance Control  
 80028 Open Libraries 57 Hours  
 90003 Animal Services - Field Services  
 90023 Water Quality

**Ranking 2:**

10015A CCFC Activities  
 10026 Regional Arts & Culture  
 10028 Soil & Water Districts  
 80030 New Columbia Neighborhood Library  
 80031 Troutdale Neighborhood Library  
 90020A Land Use Planning

**Ranking 1:**

71002 Sustainability Team  
 71014 Human Resources - Bus Pass Program<sup>5</sup>  
 80029 Open Libraries 64/70 Hours  
 90004 Animal Services - Shelter Services  
 90020B Land Use Planning Cost Recovery

**Unranked, lacking unanimity:**

80025 Library District Study Proposal

The Team could not reach common ground on this offer. Three members ranked it 3 while two gave it 1. The majority thought it was critical to obtain permanent stable funding for the library, the offer providing the best means to accomplish this goal. However, the minority felt this offer was a political non-starter, faulted the library for its timing and did not want it funded; hence no consensus was possible.

Philosophically our team, as a whole, thought it was most important to fund those offers with obvious countywide impact where, in most instances, the county is the sole or main provider. The several issues of health and environment were unanimously considered of prime importance, as were library services, mandated or not.

"Multnomah County Libraries comprehensively address more key factors of a Vibrant Community than all other combined initiatives. Libraries are community centers and after-school magnets, acting as neighborhood cultural hubs spawning healthy environments that offer accessibility and diversity with lifelong outreach programs, touching everyone from infants to the infirm. In whatever way possible the county should be capitalizing on this existing infrastructure with its established resources and its proven successes.<sup>6</sup>

The library buildings must be open in order to serve their various community functions. With regard to offer 80028, Open Libraries for 57 hours, it was the Team's strong concern that cutting hours in Central and the larger branches, from the 57 they are now to 53 hours (as set out in program offers 80003 and 8005 at Central; 80018 at Gresham and Midland; 80019 at Hollywood; and

<sup>5</sup>One of the Team, who wanted to give this a higher ranking as an important program, agreed with the rest of the Team that the County needs to improve its administrative control of this program.

<sup>6</sup> It must be noted that this strong statement in support of the libraries was not written by either of the two Team Library Board members but was brought to the committee, as written, even before our final rankings; hence the quotation marks.

80022, Hillsdale), would be skating on perilously thin ice, not only in terms of the spirit of the levy (of November 2002) but, anticipatorily, when the levy comes before the voters again, in 2006.

In that same spirit, it seems imperative to this Team that attention be paid to both Columbia and Troutdale. It would take a relatively small amount of money to address seriously the beginning of the process in Troutdale, particularly and practically if we want the next levy passed!

We do not envy the BCC their task: within the scope of our own assignment we struggled, attempting to wield a scalpel rather than a blunt instrument, analyzing different programs coming from the same department, and looking, as well, for the most bang for the buck. That, when all is said and done, is really the bottom line.

Submitted March 9, 2005

## Vibrant Communities Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
80018	East & Mid-County Neighborhood Libraries	LIB	1	1	15	5	0	0
80023	Southeast Neighborhood Libraries	LIB	1	1	15	5	0	0
80006	Central Library Readers' Services	LIB	3	1	14	4	1	0
80019	North and Northeast Neighborhood Libraries	LIB	3	1	14	4	1	0
80022	Westside Neighborhood Libraries	LIB	3	1	14	4	1	0
40013	Vector & Nuisance Control	HD	6	11	13	3	2	0
80003	Central Library Borrowers' Services	LIB	6	1	13	3	2	0
80028	Open Libraries 57 Hours	LIB	8	1	11	3	0	2
90003	Animal Services - Field Services	CS	9	14	11	2	2	1
80016	Adult Outreach	LIB	9	18	11	2	2	1
10026	Regional Arts & Culture Council	NOND	9	13	11	2	2	1
90004	Animal Services - Shelter Services	CS	12	15	11	1	4	0
90020A	Land Use Planning	CS	12	8	11	1	4	0
90020B	Land Use Planning cost recovery	CS	12	23	11	1	4	0
80005	Central Library Research Tools & Services	LIB	12	10	11	1	4	0
71002	Sustainability Team	CBS	16	8	10	1	3	1
90023	Water Quality	CS	16	15	10	1	3	1
80025	Library District Study Proposal	LIB	18	23	9	1	2	2
80029	Open Libraries 64/70 Hours	LIB	18	23	9	1	2	2
80031	Troutdale Neighborhood Library	LIB	20	17	8	1	1	3
10015A	CCFC Activities	NOND	20	18	8	1	1	3
10015B	CCFC Activities-Maintains Current Level	NOND	20	23	8	1	1	3
90010	Tax Title	CS	23	22	7	1	0	4
80030	New Columbia Neighborhood Library	LIB	23	11	7	1	0	4
71014	Human Resources - Bus Pass Program	CBS	25	20	6	0	1	4
70024	Recreation Fund payment to Metro	FBAT	25	21	6	0	1	4
10028	Soil & Water Districts	NOND	25	23	6	0	1	4
80020	Bond Projects	LIB	28	23	5	0	0	5

## **Education Team Report**

### **Methodology**

The Education Team met a total of three times to review the strategy and program offerings from the county. As a team we evaluated each offer using the strategy map as a guide for evaluation of the program offerings.

Additionally, the Education Team met with a representative from the County Education strategy team to ask questions regarding the strategy map and clarification regarding the program offerings.

Each team member ranked the programs High, Medium and Low as instructed. At a subsequent meeting we discussed our individual rankings and developed a composite score to determine the rankings of each program.

### **General Issues**

We recognize that dramatic changes in how budget planning is being done has been both a learning experience for the participating citizens and a challenge to Multnomah County employees doing the preparation for the Board of Commissioners. We particularly appreciate the work that the outcome teams have produced in designing more than several hundred specific program proposals or offers, often crossing county organizational boundaries. The County employees who have spent prodigious hours in this new budget process are to be commended for their outstanding effort.

We appreciate that, as the Education Team selected from the citizen budget advisory committees, we have been able to examine the outcome team reports and prioritize the value of each offer. We have worked with some blinders, however, since multiple revisions of specific offers were not shared with the Team until March 2 when the Citizen Involvement Committee (CIC) circulated the education revised final list of offers to us. Other task teams may have also worked with incomplete offers in their portfolio, as well.

We applaud the public involvement regarding this new budget planning process. The CIC's partnership with the City Club and Portland League of Women Voters opened greater community-wide debate within the strategy forums on the county's six generic themes: education, safety, basic needs, accountability, thriving economy, vibrant communities. The CIC budget advisory committees reorganized across departmental boundaries and met to prioritize the program offers to provide citizen input to the Board. After the initial budget is published in May, the Board of Commissioners will host a minimum of four hearings for additional public input. We look forward to adding our education group's testimony as well.

Key questions we raised during our discussion included: is there any redundancy among the offers with the clients, both children and families? Why were revenue-enhancing

programs listed among the expenditure offers? Why is the County funding health care in some schools when school districts in the past carried out this function?

Other concerns were focused with the performance measures since some were very general. We believe the Auditor's Office offers an opportunity to design, to test and to develop specific measures in gaps where measures are lacking. We recognize that previous budget cuts over the years have eliminated many personnel who formerly conducted evaluation of services. The Board chose to keep direct services to clients. We recognize that many of the services are contracted and some contracts may need revising to include the reporting of performance measures as part of their activities.

Performance measures are necessary to create outcome measures. Consistency is needed across all County programs to determine specifically what the County is funding. The Board is to be commended for this concern with performance measures and we recognize that this is a difficult, arduous process, requiring hours of County staff work.

## **Recommendations**

We recommend, therefore, some additional changes to this budget planning process:

First, a guidebook is needed for all citizen advisory committees so that written guidance provides consistent interpretation for analyzing and prioritizing. Perhaps the contractor providing guidance to the Board has previously developed this tool already and can readily distribute it.

Second, the process among County employees has been difficult to pursue while they work full-time jobs. The County should be tracking through time keeping codes the quantity of hours devoted to budget planning. This will enable true costs to be determined to the new budget planning process. Overtime should be recognized among all employees including those middle managers who served this new budget process well. This work should be tracked.

Third, some quality control activities to budget planning are necessary. The public hearings on March 1 and 2 showed that the outcome teams presentations were occasionally unclear. One Task member noted that a senior manager corrected significantly a team report in the discussion of juvenile gang outreach programs.

Fourth, the senior management team's role in budget planning was unclear. Perhaps senior management can provide quality control to the offers before their initial submission to the Board.

Fifth, we recommend that all the offers be posted on the County website after submission to the Board. This will enable the public to gain a complete picture of proposed County activities.

Sixth, active citizen involvement is key to planning public programs in the County. With shrinking budget revenues, we encourage the County to build partnerships and to collaborate openly with other local governments in Multnomah County.

Finally, the County needs to provide balance among its key programs. This is particularly true between human services and public safety. Balance is also necessary



with library services which the taxpaying voters have strongly endorsed, along with basic need services for eligible families and children. With full disclosure and public knowledge about the budget planning process, continued openness in decisions, and complete reporting of all offers, the Board stands to benefit from the resulting citizen feedback. It is an iterative process. The Citizen Involvement Committee's budget advisory committees have worked hard to assist in promoting stronger local government. We look forward in providing additional comments after the Board of Commissioners has ranked the offers and initially selected those for funding in the proposed budget.

## **Program Ranking**

### **High**

1. Early Childhood Services
2. Healthy Birth and Early Childhood Services (Part A)
3. Hero's Children's DV Program
4. Immunization
5. Lead Poisoning Prevention
6. School Mental Health
7. School-Based Health Centers
8. Tools for School Success
9. School Services Touchstone (a)
10. School Services-Full Service-SUN Schools (a)\*

### **Medium**

1. Child Care Quality
2. School Services Touchstone (b)
3. County School Fund
4. Services for Sexual Minority Youth
5. STARS
6. Ready To Learn
7. Services for Educational Success

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\* Instead of funding the School Services Touchstone (b), Multnomah County should take the dollars saved from the identified closure of sun schools and use those resources to fund additional sites.

## **Low**

1. School Attendance Initiative
2. School Services-ATOD
3. Childhood Obesity Prevention
4. Technical Assistance for Gender Specific Services
5. Multnomah County Schools
6. DV Youth Prevention

## **Team Members**

Doug Montgomery  
Rose Jackson  
Alan Ellis  
Molly Gloss  
Art Hendricks

## Education Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
40020	Immunization	HD	1	9	15	5	0	0
40026A	Healthy Birth and Early Childhood Services (Part A)...	HD	1	1	15	5	0	0
40026B	Healthy Birth and Early Childhood Services (Part B)...	HD	1	5	15	5	0	0
25077A	School Mental Health ITAX	DCHS	4	10	14	4	1	0
40047	School-Based Health Centers	HD	4	1	14	4	1	0
21025A	School Svcs - Full Svc Schools - School Attendance Initiative(alternative) (chose this or 21020 )...	OSCP	4	16	14	4	1	0
21016A	School Svcs - Full Svc Schools - Touchstone	OSCP	7	1	13	3	2	0
21018	School Svcs - Social & Support Services for Educational Success...	OSCP	7	12	13	3	2	0
21022	School Svcs - Alcohol, Tobacco and Other Drug Services...	OSCP	9	12	12	3	1	1
21005	Early Childhood Services	OSCP	10	8	12	2	3	0
25102	HERO Children's DV Program	DCHS	11	17	11	1	4	0
80004	Tools for School Success	LIB	11	15	11	1	4	0
10030	Multnomah County Schools	NOND	13	26	10	2	1	2
21015A	School Svcs - Full Svc Schools - Community Schools (SUN) 43 Schools...	OSCP	13	1	10	2	1	2
21024	School Svcs - Technical Assistance and Direct Services for Sexual Minority Youth...	OSCP	15	18	10	1	3	1
21015B	School Svcs - Full Svc Schools - Community Schools (SUN) 4 Schools...	OSCP	16	5	9	1	2	2
80015	Ready to Learn	LIB	17	10	9	0	4	1
21016B	School Svcs - Full Svc Schools - Touchstone (b)	OSCP	17	14	9	0	4	1
25081A	DV Youth Prevention	DCHS	19	23	8	1	1	3
10016	Childhood Obesity Prevention	NOND	19	26	8	1	1	3
21023	School Svcs - Technical Assistance for Gender-Specific Services to Girls...	OSCP	19	19	8	1	1	3
40014	Lead Poisoning Prevention	HD	22	23	8	0	3	2
21020A	School Svcs -Full Svc Schools- School Attendance Initiative (choose this or alternative prog 21025)...	OSCP	23	7	7	1	0	4
10054	Child Care Quality	NOND	24	20	7	0	2	3
21020B	School Svcs - Full Svc Schools - School Attendance Initiative (b)...	OSCP	24	20	7	0	2	3
10029	County School Fund	NOND	26	26	6	0	1	4
40007	Students Today Aren't Ready for Sex (STARS)	HD	27	23	5	0	0	5
21025B	School Svcs -Full Svc Schools- School Attendance Initiative (alternative) (b)...	OSCP	27	22	5	0	0	5

March 11, 2005

Dear Commissioners,

Our CBAC faced a daunting task in trying to find Basic Living Needs programs that rank low as a priority. We found few that we could consider expendable. We felt we were forced to choose between being heartless (ranking programs low that help people in acute need) and being a little less heartless but more brainless (ranking programs low that are especially cost-effective because they prevent people from later facing acute need). We do not envy you your position of having to choose.

We had difficulty coming up with usable criteria for ranking. We tried to give preference to programs that seemed to most efficiently provide the most needed assistance to the most people, but that was difficult to evaluate based solely on the measures provided in the offers. While some offers clearly stated who was being served, how much it would cost, and what we would get for our money, others did not. Measures usually lacked benchmarks to evaluate the efficiency of the program and often did not allow for comparison between programs. (One program might speak in percentages and another in absolute numbers, for example.) We appreciate that more detailed information on programs was provided by these offers than ever before and we hope that as the county gets used to this system we will learn to provide better measures in a more consistent and communicative format.

Our difficulty using the measures is well illustrated by programs #25078 and #25075. The former provided mental health services to 431 uninsured adults for \$2.2 million (over \$5,000 per client). The latter provided mental health assessment and referral services to 667 children under six for \$1.37 million (over \$2,000 per child.) To a citizen with no expertise in the field, these programs appear on paper to be very inefficient, especially for non-acute services. Nonetheless, we did not rank them very low because they seem needed and we have no standards to compare them with. We suggest you look at them more carefully than we were able to.

Given the difficulties we confronted with the measures, and lacking clear direction on the criteria we were to use in ranking the programs, each member of our committee made their judgments a little differently. Among the criteria we took into consideration were whether a program:

- is unique or redundant with other programs;
- is efficient and effective;
- leverages federal, state or private dollars;
- meets the 6 criteria identified by the Basic Living Needs Outcome Team

To our dismay, when we examined our final rankings, we found that we had unconsciously used another criteria: whether a program served people with needs that arise by fate or by choices that were more under their control. We ranked high programs that serve DD clients, for example, and gave low priority to gambling addiction

treatment. Consciously, we reject this criterion. We do not want to endorse the distinction often made between those "deserving" and those "undeserving" of help. Furthermore, other "innocent" people are impacted by people's problems (like gambling or metamphetamine addiction) whether those problems arise from choice or not.

There were nine programs our entire committee agreed were high priority. Ultimately, however, we came to the conclusion that what is really useful to you as you try to balance the budget is the programs that we identified as least harmful to cut. We would prefer that the budget be balanced through some combination of increasing revenue and finding efficiencies in service delivery, rather than by cutting even the programs we ranked as low priorities, because nearly every program does seem – at least on paper – to contribute toward meeting basic living needs. (The only program that did not seem to have direct immediate benefits is #10017 to study better ways to prevent child abuse. We ranked it low, though it may be very helpful in the long-run.) We hope that our assessment offers you some help aiming your axe, if indeed you determine it must fall on this priority.

Sincerely,

Xander Patterson  
Earl Sykes  
Steve Weiss

Basic Needs Ranking List						
Code	Program Name	Earl	Xander	Steve	Total	Avg.
10027	Portland Business Alliance (Project Respond)	H	H	H	9	3.00
15016	Child Support Enforcement	H	H	H	9	3.00
25008A	ADS Public Guardian/Conservator Reduced Service Level	H	H	H	9	3.00
25009A	ADS Adult Care Home Program Reduced Service Level	H	H	H	9	3.00
25010	ADS Long Term Care (LTC)	H	H	H	9	3.00
25017	DD Basic Needs	H	H	H	9	3.00
25027	African American Youth A&D Treatment	H	H	H	9	3.00
25046	MH Inpatient services	H	H	H	9	3.00
25051B	MH Crisis services additional capacity	H	H	H	9	3.00
25050	MH Crisis Call Center ITAX	H	H	H	9	3.00
21007	Emergency Services	M	H	H	8	2.67
21009	Homeless Families	M	H	H	8	2.67
21012	Housing Services	H	H	M	8	2.67
25009B	ADS Adult Care Home Program Current Service Level (Medicaid Back Fill)	H	M	H	8	2.67
25011	ADS Community Access	H	M	H	8	2.67
25051A	MH Crisis services ITAX	M	H	H	8	2.67
25053	MH Crisis transportation	H	M	H	8	2.67
25061A	MH Older & disabled servies	H	M	H	8	2.67
25073	MH/A&D services to african american women	H	M	H	8	2.67
40030	Medicaid/Medicare eligibility	H	M	H	8	2.67
40036	Corrections health - River rock a&d treatment (RR and Multnomah Co. work rel	H	H	M	8	2.67
40039A	Primary Care (North & Northeast clinics)	H	H	M	8	2.67
10025	Elders in Action	H	L	H	7	2.33
15014	Victim's Assistance	M	H	M	7	2.33
25008B	ADS Public Guardian/Conservator Current Service Level (Medicaid Backfill)	H	L	H	7	2.33
25013	ADS Safety Net ITAX	L	H	H	7	2.33
25019	DD Access and Protective Services	M	H	M	7	2.33
25045	MH Respite/sub-acute	M	M	H	7	2.33
25054	MH Crisis funds	M	M	H	7	2.33
25056	MH Commitment monitors	M	H	M	7	2.33
25060	MH Transitional housing	M	M	H	7	2.33
25061B	MH Older & disabled services additional capacity	H	L	H	7	2.33
25069	MH Outpatient services	M	M	H	7	2.33
25076	Child abuse MH services	H	L	H	7	2.33
25085	Youth alcohol and drug outpatient services	H	M	M	7	2.33
40038	Corrections mental health treatment	M	H	M	7	2.33
40057	Communicable disease prevention & control	H	H	L	7	2.33
10022	SIP Community Housing	H	L	M	6	2.00

21003	Energy Services	M	M	M	6	2.00
25015	ADS Adult Protective Services	M	L	H	6	2.00
25029	A&D Transitional Housing	M	M	M	6	2.00
25030	A&D Detoxification	M	M	M	6	2.00
25048	MH Emergency holds	M	H	L	6	2.00
25055	MH Commitment investigators ITAX	L	H	M	6	2.00
25064	Eastern European MH	H	L	M	6	2.00
25065	Therapeutic school	M	M	M	6	2.00
25074	Child out of home MH services	M	L	H	6	2.00
25075	MH services for young children	H	L	M	6	2.00
25082B	Centralized DV access line	H	L	M	6	2.00
25083B	HUD DV housing	M	M	M	6	2.00
25087	Family involvement team	M	H	L	6	2.00
25094	Early childhood MH services	H	M	L	6	2.00
25095	School aged MH services	M	M	M	6	2.00
25096	Children's intensive community based MH services	H	M	L	6	2.00
25097	Public health clinic MH outreach	M	M	M	6	2.00
25099	MH provider tax	L	M	H	6	2.00
25103	African american DV capacity building	H	L	M	6	2.00
40039B	Primary Care (LaClinica, Westside, including HIV clinic)	M	H	L	6	2.00
40039C	Primary Care (East and Mid County)	L	H	M	6	2.00
40041	Dental services	M	L	H	6	2.00
40050	Breast & Cervical health	H	L	M	6	2.00
90031	Housing Program	M	L	H	6	2.00
25049	MH Court examiners	M	M	M	6	2.00
10042	Oregon Food Bank Debt Service Payment	L	H	L	5	1.67
25020	DD Life-Line Services	M	L	M	5	1.67
25026	A&D Acupuncture	H	L	L	5	1.67
25028	A&D Recovery Community Services Program	H	L	L	5	1.67
25035	A&D Abuse Prevention	M	M	L	5	1.67
25062	MH Residential treatment ITAX	L	L	H	5	1.67
25063	MH Youth gang outreach	H	L	L	5	1.67
25067	MH Bienestar	M	L	M	5	1.67
25070A	MH Family care coordination ITAX	L	M	M	5	1.67
25071	MH Child & family match	M	L	M	5	1.67
25078	MH for uninsured county residents ITAX	L	L	H	5	1.67
25080	Gateway children's campus	L	M	M	5	1.67
25082A	General DV services	M	L	M	5	1.67
25089	Family Alcohol & drug free network (FAN)	L	H	L	5	1.67
25100	MH hospital waitlist	L	M	M	5	1.67
25101	Culturally specific mental health services	M	L	M	5	1.67

40034	Corrections health - detention center	L	H	L	5	1.67
40035	Corrections health - Donald E Long	L	H	L	5	1.67
40037	Corrections Health - Inverness	L	H	L	5	1.67
40048	The women, infants and children's (WIC) program	L	M	M	5	1.67
40056	Health inspections & education	L	H	L	5	1.67
40061	STD, HIV, Hepatitis C community prevention program	L	H	L	5	1.67
50052A	Family court services	L	H	L	5	1.67
50052B	Family court services - marriage & family counselor	L	H	L	5	1.67
10050	Information and Referral/211	L	M	M	5	1.67
10017	Early Childhood/Preventing Abuse	L	L	M	4	1.33
25023A	A&D Community Services ITAX	L	M	L	4	1.33
25031	A&D Adult Outpatient ITAX	L	M	L	4	1.33
25037	A&D Client Basic Needs Services	M	L	L	4	1.33
25038	A&D Adult Residential ITAX	L	M	L	4	1.33
25070B	MH Family care coordination CGF	L	L	M	4	1.33
25083A	Culturally specific DV	M	L	L	4	1.33
25090	A&D Housing services for dependent children	M	L	L	4	1.33
25091	"Housing a New Beginning", resource book for women and families in recovery	L	M	L	4	1.33
25092	Methamphetamine treatment expansion and enhancement	L	M	L	4	1.33
40023	HIV care services	L	M	L	4	1.33
40049	Children's assessment services at the Children's Receiving Center	L	M	L	4	1.33
25888	Mental health beginning working capital	L	L	M	4	1.33
25018	DD Life-line Services, ITAX	L	L	L	3	1.00
25032	A&D Youth Residential Treatment	L	L	L	3	1.00
25034	Gambling Addiction Treatment	L	L	L	3	1.00
25039	A&D Synthetic Poiate Medication	L	L	L	3	1.00
25040	A&D Severely addicted multi-diagnosed ITAX	L	L	L	3	1.00



## Basic Needs Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
25030	A&D Detoxification	DCHS	1	72	15	5	0	0
15016	Child Support Enforcement	DA	2	1	14	4	1	0
25029	A&D Transitional Housing	DCHS	2	15	14	4	1	0
25031	A&D Adult Outpatient ITAX	DCHS	2	19	14	4	1	0
25046	MH Inpatient Services	DCHS	2	25	14	4	1	0
25048	MH Emergency Holds	DCHS	2	25	14	4	1	0
25060	MH Transitional Housing	DCHS	2	50	14	4	1	0
25074	Child Out of Home MH Services	DCHS	2	61	14	4	1	0
25082A	General DV Services	DCHS	2	2	14	4	1	0
25090	A&D Housing Services for Dependent Children	DCHS	2	46	14	4	1	0
40057	Communicable Disease Prevention & Control	HD	2	8	14	4	1	0
21007	Emergency Services	OSCP	2	2	14	4	1	0
21009	Homeless Families	OSCP	2	2	14	4	1	0
25008A	ADS Public Guardian/Conservator Ramp-down Toward Closure...	DCHS	14	19	13	4	0	1
25015	ADS Adult Protective Services	DCHS	14	28	13	4	0	1
25050	MH Crisis Call Center ITAX	DCHS	14	2	13	4	0	1
25078	MH For Uninsured County Residents ITAX	DCHS	14	15	13	4	0	1
25095	School Aged MH Services	DCHS	14	15	13	4	0	1
25037	A&D Client Basic Needs Services	DCHS	19	98	13	3	2	0
25061A	MH Older & Disabled Services	DCHS	19	39	13	3	2	0
25062	MH Residential Treatment ITAX	DCHS	19	68	13	3	2	0
25069	MH Outpatient Services	DCHS	19	51	13	3	2	0
25075	MH Services for Young Children	DCHS	19	25	13	3	2	0
25085	Youth Alcohol and Drug Outpatient Services	DCHS	19	33	13	3	2	0
25092	Methamphetamine Treatment Expansion and Enhancement...	DCHS	19	46	13	3	2	0
25096	Children's Intensive Community Based MH Services	DCHS	19	19	13	3	2	0
25100	MH Hospital Waitlist	DCHS	19	36	13	3	2	0
25009A	ADS Adult Care Home Program Reduced Service Level...	DCHS	28	39	12	3	1	1
25038	A&D Adult Residential ITAX	DCHS	28	15	12	3	1	1
25076	Child Abuse MH Services	DCHS	28	54	12	3	1	1
40030	Medicaid/Medicare Eligibility	HD	28	51	12	3	1	1
40039A	Primary Care (North & Northeast Clinics)	HD	28	8	12	3	1	1
40039B	Primary Care (LaClinica, Westside including HIV Clinic)...	HD	28	8	12	3	1	1
40039C	Primary Care (East and Mid County)	HD	28	8	12	3	1	1
40041	Dental Services	HD	28	8	12	3	1	1

## Basic Needs Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
21012	Housing Services	OSCP	28	46	12	3	1	1
25017	DD Basic Needs	DCHS	37	39	12	2	3	0
25019	DD Access and Protective Services	DCHS	37	33	12	2	3	0
25083B	HUD DV Housing	DCHS	37	68	12	2	3	0
25023A	A&D Community Services ITAX	DCHS	40	78	11	2	2	1
25032	A&D Youth Residential Treatment	DCHS	40	70	11	2	2	1
25040	A&D Severely Addicted Multi-Diagnosed ITAX	DCHS	40	39	11	2	2	1
25054	MH Crisis Funds	DCHS	40	89	11	2	2	1
25080	Gateway Children's Campus	DCHS	40	105	11	2	2	1
25101A	Culturally Specific Mental Health Services	DCHS	40	70	11	2	2	1
40049	Children's Assessment Services at the Children's Receiving Center ...	HD	40	98	11	2	2	1
40061	STD, HIV, Hepatitis C Community Prevention Program...	HD	40	8	11	2	2	1
25018	DD Life-Line Services, ITAX	DCHS	48	81	11	1	4	0
25020	DD LifeLine Services	DCHS	48	72	11	1	4	0
25045	MH Respite/Sub-acute	DCHS	48	51	11	1	4	0
25094	Early Childhood MH Services	DCHS	48	58	11	1	4	0
50052A	Family Court Services	DCJ	48	39	11	1	4	0
40023	HIV Care Services	HD	48	2	11	1	4	0
40050	Breast & Cervical Health	HD	48	36	11	1	4	0
25063	MH Youth Gang Outreach	DCHS	55	98	10	2	1	2
40048	The Women, Infants and Children's (WIC) Program	HD	55	8	10	2	1	2
10017	Early Childhood/Preventing Abuse	NOND	55	92	10	2	1	2
25010	ADS Long Term Care (LTC)	DCHS	58	2	10	1	3	1
25067	MH Bienestar	DCHS	58	72	10	1	3	1
25070A	MH Family Care Coordination ITAX	DCHS	58	39	10	1	3	1
25083A	Culturally Specific DV	DCHS	58	72	10	1	3	1
90031	Housing Program	CS	62	98	9	2	0	3
25028	A&D Recovery Community Services Program	DCHS	62	86	9	2	0	3
25061B	MH Older & Disabled Services Additional Capacity	DCHS	62	105	9	2	0	3
25008B	ADS Public Guardian/Conservator Restore Current Service Level...	DCHS	65	105	9	1	2	2
25051A	MH Crisis Services ITAX	DCHS	65	36	9	1	2	2
25055	MH Commitment Investigators ITAX	DCHS	65	28	9	1	2	2
25087	Family Involvement Team	DCHS	65	46	9	1	2	2
25101B	Culturally Specific Mental Health Services Enhanced...	DCHS	65	105	9	1	2	2
21011	Runaway Youth	OSCP	65	63	9	1	2	2

## Basic Needs Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
25013	ADS Safety Net ITAX	DCHS	71	54	9	0	4	1
25035	A&D Abuse Prevention	DCHS	71	63	9	0	4	1
40038	Corrections Mental Health Treatment	HD	71	19	9	0	4	1
25009B	ADS Adult Care Home Program Current Service Level...	DCHS	74	81	8	1	1	3
40035	Corrections Health -Donald E Long	HD	74	28	8	1	1	3
10018	Family Advocate Model-Child Abuse Prevention	NOND	74	63	8	1	1	3
25011	ADS Community Access	DCHS	77	19	8	0	3	2
25056	MH Commitment Monitors	DCHS	77	54	8	0	3	2
25064	Eastern European MH	DCHS	77	98	8	0	3	2
25073	MH/A&D Services to African American Women	DCHS	77	72	8	0	3	2
50052B	Family Court Services-Marriage & Family Counselor...	DCJ	77	79	8	0	3	2
15014	Victim's Assistance	DA	82	33	7	1	0	4
25071	MH Child & Family Match	DCHS	82	92	7	1	0	4
40056	Health Inspections & Education	HD	82	19	7	1	0	4
10025	Elders in Action	NOND	82	81	7	1	0	4
25026	A&D Acupuncture	DCHS	86	89	7	0	2	3
25039	A&D Synthetic Opiate Medication	DCHS	86	61	7	0	2	3
25051B	MH Crisis Services Additional Capacity	DCHS	86	98	7	0	2	3
25065	Therapeutic School	DCHS	86	81	7	0	2	3
25089	Family Alcohol & Drug Free Network (FAN)	DCHS	86	58	7	0	2	3
25097	Public Health Clinic MH Outreach	DCHS	86	58	7	0	2	3
25103	African American DV Capacity Building	DCHS	86	105	7	0	2	3
40034A	Corrections Health-Detention Center Up to 370 beds...	HD	86	28	7	0	2	3
40036	Corrections Health-River Rock Alcohol & Drug Treatment (RR) and Multnomah County Work Release Center (MWRC)...	HD	86	54	7	0	2	3
40037A	Corrections Health-Inverness Up to 465 beds	HD	86	28	7	0	2	3
40037B	Corrections Health - Inverness 466 to 1,014 beds ...	HD	86	63	7	0	2	3
10050	Information and Referral/211	NOND	86	80	7	0	2	3
21003	Energy Services	OSCP	86	39	7	0	2	3
25049	MH Court Examiners	DCHS	99	72	6	0	1	4
25053	MH Crisis Transportation	DCHS	99	81	6	0	1	4
25082B	Centralized DV Access Line	DCHS	99	86	6	0	1	4
25088	Mental Health Beginning Working Capital	DCHS	99	105	6	0	1	4
25091	"Housing a New Beginning", Resource Book for Women and Families in Recovery & Annual Conference...	DCHS	99	92	6	0	1	4

## Basic Needs Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
40034B	Corrections Health - Detention Ctr From 371 to 702 beds ...	HD	99	63	6	0	1	4
40065A	Corrections Health - Wapato Up to 325 beds	HD	99	92	6	0	1	4
40065B	Corrections Health - Wapato 326 to 525 beds	HD	99	92	6	0	1	4
10022	SIP Community Housing	NOND	99	105	6	0	1	4
10027	Portland Business Alliance (Project Respond)	NOND	99	92	6	0	1	4
25034	Gambling Addiction Treatment	DCHS	109	98	5	0	0	5
25099	MH Provider Tax	DCHS	109	89	5	0	0	5
10042	Oregon Food Bank Debt Service Payment	NOND	109	86	5	0	0	5

March 10, 2005

Dear Commissioners,

**Methodology:**

The Thriving Economy Task Group consisted of Allen Scally, Elliot Sharron, Tom Weldon and Michele Biehler. We formally met several times over the past 6 weeks and exchanged a few emails. All of us individually reviewed the 20 programs we were given and then each of us ranked them into 3 groups: high priority, medium and low.

As a group we met and discussed our rankings then came to a group recommendation. You'll find attached a listing of programs with both our group recommendations as well as how we individually ranked them.

**Recommendations:**

In the process of doing the rankings we discovered many of the programs would require policy revisions to increase the monies available to the county. Our committee encourages you to consider looking into doing this.

Additionally we question whether the county's role should be to produce a thriving economy. We think the county should instead focus on providing things such as services, public safety and infrastructure maintenance. And perhaps the title "Thriving Economy" could be changed.

We were pleased to be given the opportunity to give input on programs with dedicated funding. In the past citizen advisory boards have been focused only on general funds programs.

In conclusion, we would like to thank the commission, the various county employees who have made themselves available to meet with us and answer our questions in person, by phone and email. Although this budget session has not necessarily been smooth and trouble free, we think it is important to develop and improve upon this process. Next year we hope to have more time, and receive program offers which include the prior year's budget.

**Team Members:**

Michele Biehler, DBCS CBAC – Team Lead  
Allan Scally, MCSO CBAC  
Elliot Sharron – Report Writer  
Tom Weldon, ND CBAC

Prog. #	Name	High	Med	Low	Final
10020	SIP Administration	0	1	3	Low
10021	SIP Direct Service Program	0	3	0	Med
10023	SIP/CSF Strategic Partnership	0	0	3	Low
10024	State Regional Investment Program	0	0	3	Low
10035	Convention Center Fund	1	1	1	High
10049	SIP/CSF City of Gresham	0	3	0	Med
60025	MCSO Regional Security	0	1	2	Med
90012	Road Engineering and Operations	3	0	0	High
90016	Road Maintenance	3	0	0	High
90017	Bridge Maintenance and Operations	3	0	0	High
90018	Bridge Engineering and Operations	3	0	0	High
90019	Transportation Capital	3	0	0	High
90021	Transportation Planning	0	1	2	Low
90025A	County Road Fund Payment to City of Portland	0	3	0	Med
90026	County Road Fund Payment to City of Gresham	0	3	0	Med
90027	County Road Fund Payment to City of Fairview	0	3	0	Med
90028	County Road Fund Payment to City of Troutdale	0	3	0	Med
90029	Road Fund Transfer to Willamette River	0	1	2	Low
90030	Road Fund Transfer to Bike and Pedestrian	0	0	3	Low
90032	Reduced Portland Payment Alternative	1	1	1	Med

## Thriving Economy Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
90012	Road Engineering & Operations	CS	1	7	15	5	0	0
90017	Bridge Maintenance & Operations	CS	1	1	15	5	0	0
90016	Road Maintenance	CS	3	1	14	4	1	0
90018	Bridge Engineering	CS	3	1	14	4	1	0
90029	Road Fund Transfer to Willamette River Bridge Fund...	CS	5	14	13	4	0	1
90019	Transportation Capital	CS	6	7	12	2	3	0
90030	Road Fund Transfer to Bike & Pedestrian Fund	CS	7	15	11	3	0	2
10024	State Regional Investment program	NOND	7	10	11	3	0	2
10021	SIP Direct Service Program	NOND	9	12	11	1	4	0
10035	Convention Center Fund	NOND	10	11	10	2	1	2
90021	Transportation Planning	CS	11	5	10	1	3	1
10023	SIP/CSF Strategic Partnerships	NOND	12	5	9	1	2	2
90026	County Road Fund Payment to City of Gresham	CS	13	17	8	0	3	2
10049	SIP/CSF City of Gresham	NOND	13	12	8	0	3	2
90027	County Road Fund Payment to City of Fairview	CS	15	17	7	0	2	3
90028	County Road Fund Payment to City of Troutdale	CS	15	17	7	0	2	3
90032	Reduced Portland Pmt Alternative to 9025A	CS	15	1	7	0	2	3
10020	SIP Administration	NOND	15	9	7	0	2	3
90025A	County Road Fund Payment to City of Portland - 2nd Option at 90032...	CS	19	16	6	0	1	4



# Draft

## Citizen's Budget Advisory Committee Accountability Priority Area Outcome Task Group

To: Central Citizen Budget Advisory Committee  
From: Accountability Priority Task Group  
Date: March 11, 2005  
Subject: 2005-06 Budget Priority Rankings Report

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### **METHODOLOGY:**

The members of the Team assembled early and met often knowing that the definition, ideas, and expectations of others varied when applying the concept of "Accountability" to an organization.

Early meetings comprised of reviewing handouts received at orientation and reports obtained from the County's website. The committee struggled with the application of the strategy map and its general and broad sweeping ideas to apply when evaluating programs.

Deeper into the process, the Team attended the Community Strategy Forum(s) to gain even more insight and guidance with evaluating Programs. Many of the Team members related more closely with the guest speaker Dick Tracy who viewed "Accountability" in his more narrow definition drawing on his vast experience and now a retired auditor. Concepts of benchmarks, performance measures, and validations of programs and in his words "Citizens right to know" rung loud and clear. The Team also met with the County's Outcome Team prior to ranking the programs in a hope to further understand any guidance and information they could share. The Outcome Team noted that many of our Program Offers, versions 2/01/2005 s had been updated and revised. The web link to the updated versions was not available until after the conclusions of our meetings and thus our rankings may be slightly skewed based on the data we had available at the time.

In the end, the Team was not as successful as it would have wished in developing a consensus regarding the process as a whole, the method and approach to ranking the Program Offers themselves, and the Team has great reservations as to the validity and accuracy of the results. Out of a committee of eight only five attempted to rank the Program Offers and that was after allowing a fourth option of "Z" for zero or unable to rank or fruitless to rank.

### **Specific Recommendations:**

- State clear and understandable goals and benchmarks. For example, #70004C Performance Measurement and Planning, (Versions 2/14/05 s (found on the website)) clearly states past performance and benchmarks compared to version 2/01/05 s originally submitted. Substantiate benchmarks and goals with best practices measurements or verified Industry performance measures available at places like the Governmental Accounting Standards Board web site [www.gasb.org](http://www.gasb.org).
- Discontinue the practice of limiting Program Offers to two pages in length. Truncated or insufficient information to adequately evaluate the merits of the program is unfair to the staff and citizens desiring a full understanding of the costs and benefits of the program.
- Clarify and explain why a Program Offer contains "Unappropriated & Contingency" expenses. For example, #10038 Revenue Bonds has \$2.1 million, 71% of a total budget of \$2.9 million as unappropriated. Can these funds be made available to fund other programs?
- Encourage Departments to actively seek and evaluate competitive offers from competing County sources or outsource the program to provide desired services at a lower cost.
- Program Offers with no personnel or administration expenses allocated or required to manage the program should be consolidated into programs with staff so accountability can be assigned.
- Many Program Offers submitted appeared to be as a result of not fitting into any other Priority Area. Examples are sinking bond accounts, pass-through accounts, and internal services. Consolidate and transfer these and Mandated Programs to a priority area similar to the "Administrative and Support



## Draft

Program Offers” exempted this year. See the County’s website for an explanation and list of programs exempt from the ranking process. This will minimize and avoid skewing of the rankings when the art of gamesmanship of ranking a mandated program Low in order to create a spot to rank a pet project High is in play. The intent of rank programs is to prioritize discretionary programs and allocating limited funds.

- Summarize interrelated programs so citizens can better understand the relationships and impacts of group Program Offers. Typical Departments have been broken into numerous Sub-Program Offers making it impossible to assess the larger and complete Program and its benefit to the County. For example, HR being spread over 11 different offers.
- Require Program offers to include progress reports of multi-year program changes so citizens can better evaluate its effectiveness. The values, savings, and benefits of Shared Services were undetectable in this budget compared to previous budget years. Our ability to monitor if the original goals were being met and to provide input and suggestions to improve this Mega-Program was lost in this year’s process.
- Summarize and account for the unknown impacts of Program Offers being eliminated that contained cost components (Internal Services Expense) of Shared Services that would not be recaptured as originally anticipated. These impacts could result in higher allocation rates not originally anticipated.
- Consolidate and include daughter program offers with the original mother program. For example, program 10012b Citizen Involvement Training is a new program that in reality is an expansion of program 10012a Citizen Involvement Committee. It is assumed that a new program was offered to avoid the appearance of an expanding budget thus risking a low ranking for the mother Program Offer. Proposing daughter programs that cannot stand-alone skews the rankings and if funded without the mother program, cannot function. Encourage Program Offers to submit multiple levels of funding thus avoiding the “all or nothing” game implied this budgeting cycle when determining the ranking of a Program Offer.
- Group Administration programs like #6001 MSCO Executive Budget with its more logical Priority so it can compete for a coveted High ranking against its peers.
- Include **all** Program Offers assigned to a Priority area for citizen review and comment. This Team is disappointed to discover this late in the process that numerous Accountability Program Offers were not shared with this team for review and citizen input even if for good reasons they were excluded as part of “Administrative and Support” (see web site for a complete list of programs). Doing so would have improved on the *Indicator of Perception of trust & confidence* with the Leadership along with living up to the causality map and the communities opportunity to participate and understand how it’s County government works.

### Summary:

Accountability cannot be relegated to a specific group of programs for it is a culture that should permeate throughout an organization. Every Priority, every Department, every employee has to practice and live values that lead to the reality, not just the perception of being accountable to the citizenry. The practice of transparency, trust, and continual evaluation and feedback through benchmarks and performance measures need to occur on a continual and timely basis.

Respectfully submitted,

### **2005- 2006 FY Accountability Priority Task Group**

Greg Crawford – MSCO CBAC

Bruce Farrer – BCS CBAC

Joe Marrone – DJC CBAC

J. Michael Morris, Report Author – BCS CBAC

Iris Newhouse – BCS CBAC

Ron Schutz – ND CBAC

Helen Williams – BCS CBAC

Michael Zokoych – ND CBAC

Attachment: rankings

## Accountability Priority Rankings

Program #	Program Name	Program Description	Team Score	Team Rank
10006C	Priority Indicator Reporting	Beginning in December 2004, the Auditor's Office agreed to be responsible for collecting data, verifying quality, and reporting on the "marquee indicators" for each priority area. The Office consulted with each Outcome Team on availability and quality of data for each proposed priority indicator. The Office supplied each team with a report and	14	1
90006	Elections	Conducting elections involves: registering voters; maintaining the voter data base; checking signatures on city, local and state candidate/initiative petitions; accepting candidate/measure filings; producing voters' pamphlets; issuing and mailing ballots; establishing drop site locations; accepting and processing returned ballots; counting ballots; and	14	1
60001	MCSO Executive Budget	Activities include working with other agencies and departments to ensure the public safety system is balanced, works effectively together, and meets the expectations of the community in a fair and equitable manner. The Sheriff frequently contacts business and community leaders to assess and define their needs then applies that information to	13	3
71018	Finance Operations	1. The Procurement and Contracts team annually processes 1200 contracts and amendments; 2000 purchase orders; 250 informal procurements; 75 formal procurements; 500 exemptions; and manages Minority, Women and Emerging Small Businesses (MWESB) programs.	13	3
71025	Telecommunications Services	1. Communications Infrastructure: Coordinate installation of voice infrastructure at new buildings and changes to and repair of same. All communications wiring, PBX and phone switches, connections to the public telephone system, and service contracts are negotiated, managed and administered.	13	3
10006A	Auditor's Office	Because audit resources are not adequate to conduct audits for each program on a routine basis, an audit schedule is developed annually. Based upon input from the BOCC, information received from departments, employees, and the public, and internal analysis conducted to determine high risk areas, audits are scheduled to assist County managers	12	6
10012B	Citizen Involvement Training	A consultant will be hired to work with the CIC to develop and conduct an interactive workshop for county staff on working with citizen groups. The primary audience will be county employees who have responsibility for working with volunteer groups of citizens or who have other citizen involvement responsibilities such as supervision of such staff.	12	6
10008	County Attorney	The County Attorney's Office prepares and reviews legal documents including contracts, ordinances, resolutions, Board orders, Chair executive rules, bonds and others. It provides legal advice and counsel to the Board, the Chair, the Sheriff, the Auditor, the county departments, offices, advisory boards, commissions and committees. It prepares	12	6
60002	MCSO Professional Standards	The Inspections Unit supports the Sheriff's Office by creating and developing the policies, standards, and procedures needed to organize and accomplish the County's public safety missions. The unit inspects and audits operations and facilities to support Oregon Jail Standards, facilitates and monitors safety committees, does accident reviews, and	12	6
71026	Desktop Services	1. Public PC access - is provided primarily at the libraries, Assessment & Taxation and Land Use Planning. These PCs provide citizens who don't have PCs the access to information and ability to review public records without necessitating review of printed documents.	12	6
71032	Facilities Maintenance and Operations	This program is responsible to: 1) ensure that buildings and associated services are in a safe condition; 2) ensure that buildings are functioning well for the occupying program; 3) ensure that the condition of the buildings meet all statutory requirements; 4) perform the maintenance work necessary to maintain the value of the physical assets; 5)	12	6
10005	Centralized Boardroom Expenses	The Chair and the Commissioners are elected to four-year terms on non-partisan ballots. The Commissioners are elected from west, north, central and east geographic districts as established by the Multnomah County Home Rule Charter. The Chair is elected from the county at large and is the chief executive officer and personnel officer and	11	12
10006B	Report to County Residents	The Office currently reports on County service efforts and accomplishments and financial condition, and is beginning to report on the County's priority indicators. However, these reports are not readily accessible or in a format easy to understand for county residents. The Office will report a limited number of measures in an annual report to county	11	12
71058	Web Services	Consult with County managers and staff to define, deliver and support Web technology solutions to meet business needs. Manage projects to create or purchase software, negotiate and monitor vendor contracts and relationships. Design, develop and implement new Web pages, Web sites and Web applications. Support, maintain, and improve	11	12
70010	A&T - Property Tax Collection	This program produces tax statements; collects property taxes; processes foreclosures, collects delinquent taxes, and maintains computerized tax account files. Mails over 400,000 statements and notices annually, collects over \$963 million in property taxes, and distributes property taxes to 60+ taxing districts. It also provides property tax information	11	12
71042	Fleet Services	Fleet Services acquires, equips, maintains, fuels, and manages County vehicles and provides specific fleet services to other governments. Transportation services for County programs are provided through assigned & motor pool vehicles. Support services including maintenance & repair, warranty & recalls, accident & damage repair, and	11	12
71005	Human Resources - Workforce Development & Employment	A. Recruitment Services: Staff work with managers to establish competency based hiring criteria. Staff assess the internal/external labor markets to determine qualified applicant availability. This enables program staff to identify recruitment methods and establish targeted outreach/selection procedures. Staff build and maintain relationships with	11	12

## Accountability Priority Rankings

Program #	Program Name	Program Description	Team Score	Team Rank
70004A	Budget Office	The Budget Office leads budget development and strategic planning activities, evaluates County policies and operations, and recommends redirection of policy and/or resources. Staff perform analyses in areas such as finance, human resources, and project management: develop and maintain data bases and related management systems:	11	12
10000	Chair's Office	The Chair directs a \$1 billion budget, six Departments, hundreds of programs, 4700+ FTE and aligns these resources across all six budget priorities. The Chair and her staff communicate with employees, the public, and provide executive leadership and coordination. The Chair leads department directors and executive staff to assure County	10	19
10001	District 1	Commissioner Maria Rojo de Steffey represents a portion of the inner east side and all Multnomah County areas west of the Willamette River. Her priorities include issues related to the elderly; transportation; supporting alcohol and drug treatment programs; sustainability; youth; and the economic stability of the County.	10	19
10002	District 2	Commissioner Cruz is serving her 3rd year of her second term on the Board of County Commissioners. She represents the residents of North and Northeast Portland.	10	19
10003	District 3	Commissioner Naito helps set the policies and practices of Multnomah County, and monitors the execution of policy by the Chair and her departments. Naito represents the interests of District 3 citizens, and serves as a liaison between citizens and the County. She and her staff meet regularly with the community to keep citizens informed and engaged	10	19
10004	District 4	Our office works with other Commissioners, Jurisdictions, Departments, and Citizens to ensure that Public Safety, Equity School Funding, Transportation, Senior Services and Health Care needs of the Citizens are met within the Budget constraints which we have been given. We will also look to fund and site a Justice Facility in East Multnomah	10	19
71044	Records Section	Records Management operates the County Records Center and Archives; develops and maintains retention schedules for county agencies in accordance with public records requirements; develops and maintains contracts for image conversion services and confidential document recycling; and provides records management consultation and	10	19
71004	Human Resources - Central Payroll	Central Payroll supports the County's human resources program by responding to customer needs through the provision of training; providing advice and consultation to timekeepers; answering managers' and employees' questions on time entry, leave management, union contracts and personnel rules related to pay; responding to	10	19
71038	Facilities Asset Management	Asset Management provides short, medium, and long-term space planning services, coordinates moves of County programs, and manages the County's lease portfolio. This team is leading the County's current "disposition plan project." Through this project, the County will be able to significantly reduce the amount of unused and under utilized	10	19
70005	Tax Administration (Non-ITAX)	The program supports and monitors County Excise Tax and BIT collection activities by performing regular billing and collection functions including follow-up on any past due accounts and recommending policy changes. The program also manages an inter-governmental agreement with the City of Portland Bureau of License to maintain business	10	19
71060	Facilities Capital - Justice Bond	1. The bond provided for Capital improvements to extend the useful life of essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), and performs seismic upgrades and tenant improvements that keep buildings functioning at their maximum potential. □	9	28
71061	Facilities Capital - Operating Costs	1. protect managers are responsible for coordinating project activities with building users (both internal and external users),-consultants and contractors through all phases of a project, including planning, design and construction.	9	28
71067	Cost Effective Solutions	1. Develop and produce a monthly "All County Operations" report on our outputs and performance. One measure we will track is the net savings due to innovation and redesign. At present, we have no set of standardized measures common to the whole organization.	9	28
70020B	Property Assessment-Expand Residential Appraisal Staff	Currently we do not receive notice of trade permits (plumbing, electrical etc.) issued by the City of Portland and we do not discover that properties have been improved until after they sell. In many cases significant value is added to homes that is omitted from the property assessment roll. This staff will enable us to begin obtaining information about	9	28
10055	Capacity	According to the Accountability Team's approach, this option would request increasing the PAO capacity to focus on effective communications with the public at large and with interested community members. Work would include developing a comprehensive communication approach with strategic, consistent and coordinated messages to the	9	28
71039	Facilities Property Management	The Property Managers coordinate and organize all day to day facility operations in the County's 139 facilities. They coordinate fire drills, inspections, and construction projects, and keep the buildings and property free of hazards. Property Managers handle all emergencies. They provide immediate solutions when possible and follow through with	9	28
90014	County Surveyor's Office	County Surveyor's Office provides mandated service such as: Review surveys submitted for filing by land surveyors, and file and index them into the public survey records; Maintain the public survey records and provide research tools (in house and via the internet on SAIL - Survey & Assessor Map Image Locator) to view and provide copies of these	9	28

## Accountability Priority Rankings

Program #	Program Name	Program Description	Team Score	Team Rank
71027	Wide Area Network Services	A Wide Area Network is a computer network that integrates geographically dispersed, smaller networks to facilitate data communication. The Multnomah County wide area network infrastructure connects over 94 County facilities with an additional 11 connections to external networks.	9	28
71043	Electronic Services	Electronic Services designs, installs, maintains, and repairs a wide variety of electronic equipment ranging from vehicle sirens and lightbars to two-way radio systems to detention electronic security systems. The diagnosis and repairs are performed to the electronic component level (transistor, capacitor, programmable logic controllers, etc.)	9	28
70029B	A&T Business Application Systems Upgrade (A&T)	The Program replaces the existing application systems and information technology infrastructure. The new application systems utilize browser based software. The new systems run on current technology Windows based computers that use a County standard database platform. From this information technology infrastructure, the application systems	9	28
71059	Facilities Capital - Asset Preservation (AP Fund)	1. The Asset Preservation program focuses on the County's 29 primary owned Tier 1 buildings and accomplishes the capital projects in these buildings. It repairs, and when necessary replaces essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), American with Disabilities Act (ADA) modifications.	8	38
70007	Treasury Office	Treasury invests County funds while providing a high level of safety, adequate liquidity to meet the County's obligations, and the highest possible yield that is consistent with insuring the safety of principal. Treasury insures compliance with all applicable laws, statutes and policies regarding the management of County financial assets.	8	38
71048	Sheriff's Office Application Services	In conjunction with MCSO IT, act as the voice of the customer in County technology decisions. Provide consulting on information technology capabilities and issues. Analyze business processes that may benefit from automation. Define application requirements to match business needs. Determine whether to buy or build applications and manage	8	38
71049	Community Justice Application Services	Act as the voice of the customer in County technology decisions. Provide consulting on information technology capabilities and issues. Analyze business processes that may benefit from automation. Define application requirements to match business needs. Determine whether to buy or build applications and manage procurement and	8	38
71062	IT Asset Preservation Program	These funds are used as needed to maintain current service level operations, through hardware and software upgrades or replacement. They may also be used, with Executive Committee direction and involvement, for other prioritized business needs. Historically, unspent dollars have been rolled over to become part of the next year's fund	8	38
71057	GIS Services	Consult with County department managers and staff to define and provide GIS technology solutions to meet business needs. Manage projects to define system requirements, create or purchase software, and manage procurement and contracting. Install and implement systems; apply upgrades when needed. Define and implement enhancements or	8	38
70017	Property Assessment- Special Programs (A&T)	The special programs section processes over 5,900 applications annually for partial exemption for disabled veterans or surviving spouses. The program is responsible for over 10,000 accounts with full or partial charitable, fraternal, religious types of exemptions and field inspects over 500 properties annually due to new applications or to verify	8	38
70018	Property Assessment- Commercial (A&T)	This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all 36,862 commercial and large multi-family properties. It appraises 1,200 to 1,440 properties annually due to permits for new construction, remodeling or renovation. In compliance with the most recent tax limitation law, Measure 50, the	8	38
70019	Property Assessment- Personal/Industrial Property	This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all Industrial Property accounts and on all taxable Personal Property accounts. The program mails out and processes 600 plus Industrial returns and over 40,000 personal property filing forms used to calculate assessed values of companies	8	38
70020A	Property Assessment- Residential (A&T)	This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 219,300 single family residential properties, 5,100 manufactured homes, 1,800 floating homes and houseboats, 15,900 condominiums, and 2,771 farm or forest properties. The program appraises 12,000 to 14,000 properties annually due	8	38
10012C	Public Electronic Communications	This program would purchase and install software to allow the county to easily establish email mailing lists for each citizen advisory group in the county. It would give members of those committees the ability to communicate electronically about decisions with one another while complying with the open meeting laws by allowing the public to	8	38
70004C	Performance Measurement and Planning	Currently, BOE is comprised of two analysts with research experience in two of the six priority areas: Safety and Basic Needs. This option would increase the county's evaluation capacity by one analyst FTE to support the Chair, Board, and departments in analyzing performance in the Accountability, Thriving Economy, Education, and Vibrant	8	38
10007	School Audits	This program is a partnership between the City of Portland Auditor and the County Auditor's Office. Direct supervision is provided by the County Auditor. The City of Portland Auditor participates in planning, oversight, and reporting. In the first year of this program, two performance audits looked at each district's financial condition and service efforts	8	38
71053	Health Application Services	Act as voice of the customer in County technology decisions. Manage software lifecycle, negotiate and monitor vendor technology contracts, and provide consulting on IT capabilities and issues. Support on-going operation of existing systems supporting the 7 health clinics, dental services, early childhood services, public health clinics, food safety	8	38

## Accountability Priority Rankings

Program #	Program Name	Program Description	Team Score	Team Rank
71010	Human Resources - Health Promotion (Wellness)	The program provides a comprehensive array of services to employees, including: four on-site work-out facilities with commercial-grade equipment, showers at 3 sites, and on-site fitness classes during lunch hours or after hours (partially offset by modest fees); a library with books, videos, and informational materials about community resources;	8	38
10012A	Citizen Involvement Committee	The CIC through the Office of Citizen Involvement creates opportunities for citizens to learn about and help shape county policies and programs. It provides continuous independent assessment of citizen participation opportunities and identifies and removes barriers to participation. The CIC works in partnership with other governmental and non-	7	53
70025	Liability Risk Unit	The Liability program negotiates and purchases crime insurance, excess auto liability insurance, various bond coverage, and other specialized insurance coverages for the County. The Liability program consists of 0.55 FTE, who recommends the types and limits of insurance to require in County contracts, advises on liability and subrogation	7	53
71055	DCHS Application Services	Act as voice of the customer in County technology decisions. Manage software development and acquisition lifecycles, negotiate and monitor vendor technology contracts, & provide consulting on IT capabilities and issues. Support on-going operation of over 40 existing systems on 15 technical platforms supporting mental health and	7	53
71003	SAP Support	(1) The SAP Team provides access, assistance, support, training and business consulting; (2) Advises on and enables use of SAP for streamlined and optimized County processes; (3) Manages hardware and software, including: (a) Security requirements, system availability and usability (b) County-specific customization (functionality and	7	53
10013	Cultural Diversity Conference	Each year the county has worked with its partners the city and clackamas county to provide a wide variety of diversity learning opportunities during the conference. In 2004 there were over 30 sessions covering an extensive range of topics and applications. the sessions are always practical and focus on tool that have application in the workplace.	7	53
70006	ITAX Administration	Multnomah County voters approved Ballot Measure 26-48 authorizing a three year personal income tax in May 2003. The program is responsible for managing the administrative functions of ITAX and has an IGA with the City Bureau of Licenses to collect the tax. The City has implemented a tax system, continuously improving the tax system and the	7	53
71045	Mail Distribution	Maintains regular pickup and delivery of interoffice mail, US mail, Central Stores supplies, health supplies, records, and lab samples to 267 stops throughout the county, as well as on-demand special delivery of larger shipments; meters over 1.2 million pieces of US Mail per year at full and discounted pre-sort rates; provides training and	7	53
71046	Materials Management	Material Management provides professional buying services and centralizes the transactional efforts required to: purchase goods, receive goods into the county financial and inventory asset systems; reconcile and authorize payment of vendor invoices; maintain a prudent but adequate level of inventory; and fill orders for delivery to all County	7	53
71006A	Human Resources - Diversity, Equity and Affirmative Action	A - Proactive Prevention: Ensure an inclusive workplace designed to identify and solve potential claims of illegal discrimination; promote workplace policies and practices that foster an inclusive work culture. B - Regulatory Compliance/Eliminate Duplication: maintain the county-wide affirmative action plan in compliance with	7	53
70026	Central Grant Monitoring	This is a new program offer that is being proposed to monitor sub-recipient organizations that the County contracts with to provide services that are funded by Federal grants that the County receives and passes through to them. Under the Federal Office of Management and Budget (OMB) circulars A-133 and A-87 the County is required to	7	53
70003	Retirement Programs	Responsibilities for PERS include maintaining employee information to accurately report and pay pension contributions; reconciling employee contributions each pay period and annually as required by ORS 238, 243, 292 and others. Responsibilities for Deferred Compensation include reporting and reconciling employee financial information	6	63
40017	Vital Records	Birth and Death Certification: Multnomah County issues birth and death certificates within the first six months of the event. Death certificates can be issued to family members, legal representatives, government agencies, or to the person or agency with personal or property rights. Birth records can be released to immediate family including	6	63
71012	Human Resources - Unemployment Insurance	The Unemployment Insurance Program provides benefits to eligible workers who are unemployed through no fault of their own. Unemployment insurance replaces part of the income employees lose when they become unemployed. □	6	63
71065	HIPAA Security Rule Compliance	Compliance requires policies, procedures, and training for County employees about information security in general and HIPAA Security in particular. On-going evaluation of information security is required by HIPAA as are programs for disaster recovery and business continuation. Close coordination with each Department has and will continue to take	6	63
70012	A&T - Document Recording & Records Storage/Retrieval	This program performs the statutorily required County Clerk functions that include recording documents and maintaining the custody, safekeeping, and preservation of all files and records of deeds, mortgages, maps, plats, contracts, powers of attorney, lien records, and other interests affecting the title to real property required or permitted	6	63
71054	DSCP Application Services	Act as voice of the customer in County technology decisions. Manage software lifecycle, negotiate and monitor vendor technology contracts, and provide consulting on IT capabilities and issues. Support on-going operation of existing Crosswalk System.	6	63

## Accountability Priority Rankings

Program #	Program Name	Program Description	Team Score	Team Rank
10010	Tax Supervising & Conservation Commission	There are five Commissioners, appointed by the Governor to four-year terms. Administrative employees, currently 2.6 positions (FTE), are appointed by the Commission. The Commission serves taxpayers by providing an extensive review of the budgets of the governments within its jurisdiction. The reviews are both procedural and substantive in	6	63
70009	A&T - Records Management	This program maintains all property tax roll descriptions and ownership information, special assessments, and the official County assessor maps that include maintaining property, taxing district, and urban renewal boundaries. It records and processes subdivisions, condominiums, and partition plats; annexations and County road filings; and	6	63
71007	Human Resources - Employee & Labor Relations	Employee/Labor Relations is delivered through a distributed model, customer-focused, using economies of scale and supporting process standards. Through leadership from Central HR/Labor Relations and partnerships with the Departmental HR Units, Employee/Labor Relations delivers internal service targeted to: 1) Develop and implement	6	63
71008	Human Resources - Employee Benefits	The program coordinates and consults with all County departments to insure employees are properly enrolled, payroll deductions are accurately established, and employees have liaison to assist with any issues that arise. We work with the Employee Benefits Board to structure benefit components that provide what employees want within budgetary	6	63
71036	Facilities Capital Improvement Program (CIP Fund)	1. The Capital Improvement Program focuses on the County's 27 primary owned Tier 2 and 3 buildings and accomplishes the Capital Improvement and deferred maintenance projects in these buildings. It maintains, and if necessary replaces, essential building elements: roofs, building exterior, plumbing, electrical, heating ventilation air-	6	63
71052	Library Application Services	Consult with Library managers and staff to define and provide technology solutions to meet business needs. Manage projects to define system requirements to meet business needs, create or purchase software, and manage procurement and contracting. Install and implement systems; apply upgrades when needed. Define and implement	6	63
10041	Equipment Acquisition Fund	Accounts for capital purchases with economic payoffs of five years or less. Expenditures will be reimbursed over time by service reimbursements charged to the budgets of programs for which equipment is purchased. In order for departments to use the funds, they must submit a proposal to the CFO and Budget Director explaining the use of the	6	63
70029A	A&T Business Application Systems Completion (A&T)	The Property Assessment and Taxation Business Applications Completion program provides additional functionality for the business application systems used by A&T. This system is also used by over 1,500 external customers via the internet, and planned system improvements will extend access to a greater number of users. The program is based	6	63
10009	Public Affairs Office	All projects require the completion of either a graphic design request order or project request worksheet. Most projects require both forms. These forms require the customer to determine the goals, objectives, desired outcome, timeline, budget, and potential public affairs tools needed for the prospective project. These forms are an effective	6	63
70000B	CFO Communications	FBAT needs to communicate with internal and external stakeholders. Communications regarding PERS issues, deferred compensation, tax issues and the County's new priority-based budget process is information-intensive and requires continual communication with citizens, decision-makers, community partners, businesses and County	6	63
71006D	diversity-cultural competency	The Cultural Competency Framework is a policy and strategy document that will be used to guide actions to improve cultural competency within each department. The application of the Framework to departments will vary based on the types of programs supported, the needs of their workforce and their current state of development. This offer will assist	6	63
71016	Human Resources - Classification & Compensation	Class/Comp implements the County's compensation philosophy and conducts studies to provide classification and pay structures that attract and retain competent employees. Studies review job family groups for issues in compensation or classification which have been identified by managers or unions. The studies produce accurate class specifications	6	63
10034	Business Income Tax	The BIT is imposed on the net income derived from business activity within Multnomah County. The BIT was originally set at a rate of .6% of net income. In 1985 the tax was increased to .95%. In 1987 the tax was further increased to 1.46%. In 1993 the rate was reduced to 1.45% due to the consolidation of collections with the City of Portland's	5	81
70002	Property Risk Unit	The Property program negotiates and purchases property insurance for 79 County-owned buildings and their contents, and other specialized insurance coverage for the County. The Property Risk Program consists of .55 FTE, who consults and advises on property related risk exposures, recommends the purchase of specialized insurance	5	81
71056	DBCS Application Services	Consult with DBCS managers and staff to define and provide technology solutions to meet business needs. Manage projects to define application requirements to meet business needs, create or purchase software, and manage procurement and contracting. Install and implement applications; apply upgrades when needed. Define and implement	5	81
70028	A&T - Board of Property Tax Appeals	BOPTA hears appeals from citizens who disagree with the appraised value of their real property or personal property late filing penalties. BOPTA board members are citizen volunteers that are paid per diem for conducting hearings and making decisions between the first Monday in February and April 15th. Existing staff in the Property Tax Collection	5	81
10052	Productivity Improvement Process	The purpose of the PIP is to: *Maximize use of existing resources to increase or maintain services. *Create effective employee forums that draw out the best thinking from staff at all levels.	5	81

## Accountability Priority Rankings

Program #	Program Name	Program Description	Team Score	Team Rank
10053	Strategic Improvement Partner	The County desires to have the Strategic Improvement Partner recommend improvements to County government. The work will have countywide impacts, and will involve all County departments and agencies. The Design Team and other County executives and staff, in consultation on an on-going basis with the Strategic Improvement Partner, will	5	81
71015	Human Resources - Workers Compensation	To provide workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for workers' compensation claims since 1978. Claims are administered through a contract with third-party claims administrators. The County solicits competitive proposals for those services periodically.	4	87
10032	IBM Mainframe Migration	The County developed an Information Technology Plan to migrate all systems off the IBM Mainframe. These systems included the Accounting System, Payroll System, Facilities Management System, Fixed Asset System, Health Practice Management System, Assessment and Taxation System, Regional Justice Data Warehouse, District Attorney's Case	4	87
21026	School Services: Evaluation	These positions will support the evaluation and office activities of the Department. The Research Evaluation Senior position will develop evaluation plans, review data collection and analyze data, and conduct evaluation activities associated with the SAPF service system and other key programs of the Department. The Office Assistant will	4	87
60027	MCSO - BCS Shared Services	Since the inception three years ago of Shared Services the Sheriff's Office has consistently sought measurable outcomes in the areas of shared services program growth. We believe that shared services should reflect general fund growth restrictions: provide transparent rate structures that recover costs based on actual use; provide	4	87
70013	Marriage License/Domestic Partner Registry	The Oregon Dept of Human Services (ODHS) supplies the marriage license (ML) forms to the counties and provides some technical assistance. Multnomah County makes the forms available to the public along with general information and customer service (telephone and counter). Staff reviews and approves the licenses as representatives of the	4	87
71013	Human Resources - Safety Program	The SHS program develops, implements and assesses policies, procedures and programs for the elimination of injuries and illnesses to County employees. All operating departments will receive expert assistance such that they provide a safe environment for both employees and the general public. The SHS also exists to help ensure	4	87
10037	GO Bond Sinking Fund	The following bond issues are included in these programs: General Obligation Bond Series 1994 in the amount of \$31,000,000 (This Bond issue has been refinance and is included in the Series 1999 refunding issue). General Obligation Bond Series 1996A in the amount of \$29,000,000. General Obligation Bond Series 1996B in the amount of	3	93
10038	Revenue Bonds	The County's Finance and Budget Policy includes a section on issuing revenue bonds in partnership with a 501(c)(3)non-profit agency. The agency must demonstrate that it cannot obtain conventional financing at a reasonable cost. The County assists small to medium size agencies that have total annual revenues from all sources	3	93
10040	Tax Anticipation Notes	Oregon Revised Statutes Section 288.165 permits the the County to issue tax and revenue anticipation notes, "TRAN". The TRAN is issued in anticipation of taxes or other revenues and can not be issued in an amount that is greater than eighty percent (80%) of the amount of budgeted General Fund revenue to be received in the adopted	3	93
10036	Capital Debt Retirement	The full faith and credit obligations consist of the \$54,235,000 Refunding Series 2004, \$9,615,000 Refunding Series 2003, \$61,215,000 Series 2000A and \$36,125,000 Series 1999A. The certificate of participation is the \$48,615,000 series 1998. The energy loan agreements are various intergovernmental agreements entered into with the state and	2	96
10039	PERS Pension Bond Sinking Fund	The County passed Resolution No. 99-218 on November 4, 1999, authorizing the issuance of up to \$200,000,000 of bonds under the Uniform Revenue Bond Act to finance the estimated unfunded accrued actuarial liability of the County to the Oregon Public Employees Retirement System. Senate Bill 198-B, effective October 23, 1999, authorizes the	2	96
70001	General Ledger	The GL program supports and monitors the County's financial accounting activity by performing regular accounting functions, including account reconciliations, review / approval of accounting transactions, and preparing required financial reports. The primary product of GL is the County's comprehensive annual financial report (CAFR) which	2	96



## Accountability Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
71018	Finance Operations	CBS	1	42	15	5	0	0
70004A	Budget Office	FBAT	1	1	15	5	0	0
70010	A&T - Property Tax Collection	FBAT	1	1	15	5	0	0
70020B	Property Assessment-Expand Residential Appraisal Staff (A&T)...	FBAT	1	1	15	5	0	0
10006A	Auditor's Office	NOND	1	26	15	5	0	0
10008	County Attorney	NOND	1	14	15	5	0	0
90006	Elections	CS	7	1	14	4	1	0
70028	A&T - Board of Property Tax Appeals	FBAT	7	14	14	4	1	0
60001	MCSO Executive Budget	MCSO	7	89	14	4	1	0
10000	Chair's Office	NOND	7	1	14	4	1	0
10001	District 1	NOND	7	1	14	4	1	0
10002	District 2	NOND	7	1	14	4	1	0
10003	District 3	NOND	7	1	14	4	1	0
10004	District 4	NOND	7	1	14	4	1	0
71004	Human Resources - Central Payroll	CBS	15	14	13	3	2	0
71008	Human Resources - Employee Benefits	CBS	15	26	13	3	2	0
71027	Wide Area Network Services	CBS	15	32	13	3	2	0
71038	Facilities Asset Management	CBS	15	1	13	3	2	0
71039	Facilities Property Management	CBS	15	68	13	3	2	0
70001	General Ledger	FBAT	15	1	13	3	2	0
70009	A&T - Records Management	FBAT	15	36	13	3	2	0
70012	A&T - Document Recording & Records Storage/Retrieval Systems ...	FBAT	15	47	13	3	2	0
70019	Property Assessment-Personal/Industrial Property (A&T)...	FBAT	15	53	13	3	2	0
10009	Public Affairs Office	NOND	15	18	13	3	2	0
70006A	ITAX Administration	FBAT	25	50	12	3	1	1
71007	Human Resources - Employee & Labor Relations	CBS	26	43	12	2	3	0
71015A	Human Resources - Workers Compensation	CBS	26	43	12	2	3	0
71025	Telecommunications Services	CBS	26	32	12	2	3	0
71032	Facilities Maintenance and Operations	CBS	26	53	12	2	3	0
71058	Web Services	CBS	26	36	12	2	3	0
71059	Facilities Capital - Asset Preservation (AP Fund)...	CBS	26	19	12	2	3	0
70005	Tax Administration (Non-ITAX)	FBAT	26	1	12	2	3	0
70007	Treasury Office	FBAT	26	1	12	2	3	0
70018	Property Assessment-Commercial (A&T)	FBAT	26	26	12	2	3	0
70020A	Property Assessment-Residential (A&T)	FBAT	26	26	12	2	3	0



## Accountability Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
71003	SAP Support	CBS	36	32	11	3	0	2
71045	Mail Distribution	CBS	36	19	11	3	0	2
71012	Human Resources - Unemployment Insurance	CBS	38	69	11	2	2	1
71016	Human Resources - Classification & Compensation Program...	CBS	38	71	11	2	2	1
10012A	Citizen Involvement Committee	NOND	38	74	11	2	2	1
10039	PERS Pension Bond Sinking Fund	NOND	38	14	11	2	2	1
10005	Centralized Boardroom Expenses	NOND	42	80	10	2	1	2
10007	School Audits	NOND	42	85	10	2	1	2
10053	Strategic Improvement Partner	NOND	42	50	10	2	1	2
71026	Desktop Services	CBS	45	61	10	1	3	1
71057	GIS Services	CBS	45	63	10	1	3	1
90014	County Surveyor's Office	CS	45	41	10	1	3	1
70003	Retirement Programs	FBAT	45	19	10	1	3	1
40017	Vital Records	HD	45	89	10	1	3	1
10034	Business Income Tax	NOND	45	36	10	1	3	1
71036	Facilities Capital Improvement Program (CIP Fund)...	CBS	51	63	10	0	5	0
71043	Electronic Services	CBS	51	43	10	0	5	0
70025	Liability Risk Unit	FBAT	51	36	10	0	5	0
60002	MCSO Professional Standards	MCSO	51	47	10	0	5	0
71033	Facilities Compliance	CBS	55	69	9	2	0	3
70000B	CFO Communications	FBAT	55	59	9	2	0	3
10006C	Priority Indicator Reporting	NOND	55	59	9	2	0	3
10010	Tax Supervising & Conservation Commission	NOND	55	89	9	2	0	3
71005	Human Resources - Workforce Development & Employment (Recruitment)...	CBS	59	63	9	1	2	2
71052	Library Application Services	CBS	59	74	9	1	2	2
71053	Health Application Services	CBS	59	61	9	1	2	2
70017	Property Assessment- Special Programs (A&T)	FBAT	59	55	9	1	2	2
71044	Records Section	CBS	63	23	9	0	4	1
70002	Property Risk Unit	FBAT	63	52	9	0	4	1
71006A	Human Resources - Diversity, Equity and Affirmative Action...	CBS	65	71	8	1	1	3
71006D	diversity-cultural competency	CBS	65	80	8	1	1	3
71010	Human Resources - Health Promotion (Wellness)	CBS	65	89	8	1	1	3
71046	Materials Management	CBS	65	26	8	1	1	3
71048	Sheriff's Office Application Services	CBS	65	85	8	1	1	3

## Accountability Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
70004C	Performance Measurement and Planning	FBAT	65	32	8	1	1	3
70026	Central Grant Monitoring	FBAT	65	56	8	1	1	3
70029A	A&T Business Application Systems Completion (A&T)...	FBAT	65	43	8	1	1	3
10036	Capital Debt Retirement	NOND	65	47	8	1	1	3
10037	GO Bond Sinking Fund	NOND	65	26	8	1	1	3
10038	Revenue Bonds	NOND	65	63	8	1	1	3
10040	Tax Anticipation Notes	NOND	65	23	8	1	1	3
10052	Productivity Improvement Process	NOND	65	23	8	1	1	3
21026	School Services: Evaluation	OSCP	65	89	8	1	1	3
70029B	A&T Business Application Systems Upgrade (A&T)	FBAT	79	80	7	1	0	4
10006B	Report to County Residents	NOND	79	85	7	1	0	4
10041	Equipment Acquisition Fund	NOND	79	57	7	1	0	4
71015B	Office Support-WC	CBS	82	89	7	0	2	3
71042	Fleet Services	CBS	82	19	7	0	2	3
71049	Community Justice Application Services	CBS	82	76	7	0	2	3
71060	Facilities Capital - Justice Bond	CBS	82	85	7	0	2	3
71062	IT Asset Preservation Program	CBS	82	57	7	0	2	3
71065	HIPAA Security Rule Compliance	CBS	82	80	7	0	2	3
70013	Marriage License/Domestic Partner Registry	FBAT	82	89	7	0	2	3
10032	IBM Mainframe Migration	NOND	82	89	7	0	2	3
71054	DSCP Application Services	CBS	90	76	6	0	1	4
71055	DCHS Application Services	CBS	90	76	6	0	1	4
71056	DBCS Application Services	CBS	90	76	6	0	1	4
10012B	Citizen Involvement Training	NOND	90	80	6	0	1	4
10012C	Public Electronic Communications	NOND	90	73	6	0	1	4
10013	Cultural Diversity Conference	NOND	90	89	6	0	1	4
71034	Facilities Operations - Pass Through	CBS	96	63	5	0	0	5
71067	Cost Effective Solutions	CBS	96	89	5	0	0	5
10055	Capacity	NOND	96	40	5	0	0	5

March 11, 2005

## CBAC Safety Task Group Team Budget Offer Rankings

**Committee:** The CBAC Safety Task Group Team is composed of six members, all six being veteran CBAC members and familiar with county programs in their CBAC area. The composition consisted of two members from each of the DCJ CBAC, the DA CBAC, and the SO CBAC.

**Meetings:** As you are well aware, it is hard to get meeting times for volunteers in which all are present. We were fairly successful with meetings, and supplemented them with telephone conversations and emails. We also had one meeting with the County Safety Outcome Team. We were able to talk with knowledgeable individuals who are members of that Team. It should be noted that the District Attorney found time in his busy schedule to make an appearance at this meeting.

**Methodology:** This group was given the strategy and map for the Safety offers. The committee was not given any latitude for input, change, or improvement to those papers. To insure that our rankings were on an "apples to apples" basis with those of the Outcome Team and the County Commissioners, we applied the given strategies to the offers presented. All six of us ranked the offers as written and tried not to place priorities based on mandates, or type of funding. Our individual rankings were discussed among ourselves for changes and to obtain a group ranking.

**General Issues:** It was fortunate or unfortunate for our group that we discovered that there were approximately thirty seven new offers that could be considered. Our group, desiring to give the county an accurate report, unanimously agreed to scrap the original rankings and re read all offers to develop a new ranking list. Due to time deadlines that could not be changed, this re rating had to be and was accomplished over a weekend. Since only five of our group could accomplish this task, the sixth member's original rankings were utilized as the group tie breaker. We placed 46 offers as high priority, 46 offers as medium priority, and 45 offers as low priority. To our amazement, very little movement was made in the re ranking from the first ranking. However, due consideration was given to all offers on an equal basis.

**Recommendations:** Our group has made process recommendations to the Central CBAC to pass on to the County Budget Office for improvements to the process in future years.

If you examine the basic areas that were ranked as high, we were devoting funds to the prosecution of the felony offenders, whether it is violent person crimes, drugs, or property. We marked high the housing of the criminal in our jail system, and then marked high the proper probation of the individual to enable them to properly re enter our society.

We appreciate being involved in this process. However, we did endure some frustration with the short timeline and the need to clarify guidelines during the evaluation. We sincerely hope that our rankings will be given weight and consideration in the budgeting process as we spent considerable time and effort in understanding this priority and discussing which offers best supported the safety area.

Kathryn Eaton, DCJ CBAC  
Jim Lasher, MCSO CBAC - Team Leader  
Bob Pung, DA CBAC  
Don Smith, MCSO CBAC  
Bill Thomas, DCJ CBAC  
Dick Wegner, DA CBAC

# **CBAC SAFETY TASK GROUP TEAM BUDGET OFFER RANKINGS**

OFFER RANK	ONE	TWO	THREE	FOUR	FIVE	POINTS	SIX / TIE
15008 HIGH	H	H	H	H	H	15	
50036A HIGH	H	H	H	H	H	15	
60021A HIGH	H	H	H	H	H	15	
60021B HIGH	H	H	H	H	H	15	
60022A HIGH	H	H	H	H	H	15	
60022B HIGH	H	H	H	H	H	15	
60022C HIGH	H	H	H	H	H	15	
15001 HIGH	H	M	H	H	H	14	
15007 HIGH	H	M	H	H	H	14	
50012A HIGH	M	H	H	H	H	14	
50023 HIGH	H	H	H	H	M	14	
50044 HIGH	H	H	M	H	H	14	
60016A HIGH	H	M	H	H	H	14	
60021C HIGH	H	M	H	H	H	14	
60021D HIGH	H	M	H	H	H	14	
60021E HIGH	H	M	H	H	H	14	
60021F HIGH	H	M	H	H	H	14	
60024 HIGH	H	H	M	H	H	14	
60032 HIGH	H	M	H	H	H	14	
15005 HIGH	H	L	H	H	H	13	
15012 HIGH	M	H	H	H	M	13	
15013 HIGH	H	H	M	M	H	13	
15015 HIGH	H	H	H	H	L	13	
25027 HIGH	L	H	H	H	H	13	
50006 HIGH	H	H	H	M	M	13	
50057 HIGH	H	H	L	H	H	13	
50058 HIGH	H	H	L	H	H	13	
60011A HIGH	M	M	H	H	H	13	
60015 HIGH	H	M	H	H	M	13	
60022D HIGH	H	H	M	M	H	13	
15006 HIGH	H	H	M	H	L	12	
25072 HIGH	M	H	H	H	L	12	
40002 HIGH	L	M	H	H	H	12	

50017 HIGH	H	H	H	L	M	12	
50019 HIGH	L	H	H	H	M	12	
50020 HIGH	L	H	H	H	M	12	
50031A HIGH	H	H	H	L	M	12	
60012A HIGH	L	M	H	H	H	12	
60014A HIGH	M	M	H	H	M	12	
60016B HIGH	M	L	H	H	H	12	
60020A HIGH	H	M	M	H	M	12	
60036 HIGH	H	M	M	H	M	12	
60041 HIGH	M	H	H	L	H	12	
71063 HIGH	M	M	H	H	M	12	
15010 MEDIUM	M	M	M	M	H	11	M
15017 MEDIUM	M	M	M	M	H	11	L
15021 MEDIUM	H	M	M	M	M	11	L
50008A MEDIUM	M	H	L	M	H	11	M
50024 HIGH	H	H	M	M	L	11	H USE
50045 MEDIUM	M	M	M	M	H	11	L
50055 MEDIUM	M	H	M	M	M	11	M
50065 MEDIUM	M	H	L	M	H	11	M
50066 MEDIUM	L	L	H	H	H	11	M
60017 MEDIUM	H	M	M	M	M	11	M
60018 MEDIUM	M	M	M	H	M	11	L
60022E MEDIUM	H	L	M	M	H	11	M
71047 HIGH	L	M	H	H	M	11	H USE
10031 MEDIUM	M	L	H	M	M	10	
10033 MEDIUM	M	M	H	L	M	10	
10056 MEDIUM	L	L	H	H	M	10	
21004 MEDIUM	H	L	L	M	H	10	
50012B MEDIUM	L	H	M	M	M	10	
50025 MEDIUM	M	M	M	M	M	10	
50026 MEDIUM	M	M	M	L	H	10	
50027 MEDIUM	M	M	M	L	H	10	
50028 MEDIUM	M	M	L	M	H	10	
50036B MEDIUM	H	M	M	M	L	10	
50038 MEDIUM	M	H	L	H	L	10	
50042 MEDIUM	M	M	M	M	M	10	
50047 MEDIUM	M	H	L	L	H	10	

50049 MEDIUM	M	H	M	M	L	10	
50050A MEDIUM	H	H	M	L	L	10	
50053 MEDIUM	L	M	H	H	L	10	
60008 MEDIUM	M	M	M	M	M	10	
60009 MEDIUM	M	M	M	M	M	10	
60021G MEDIUM	H	L	M	M	M	10	
60021H MEDIUM	H	L	M	M	M	10	
60030 MEDIUM	L	L	M	H	H	10	
60033 MEDIUM	M	M	M	M	M	10	
60040 MEDIUM	M	M	M	M	M	10	
15009 MEDIUM	M	L	M	M	M	9	M
21010 LOW	M	H	L	M	L	9	L USE
50007 MEDIUM	M	H	L	M	L	9	M
50009 LOW	H	M	M	L	L	9	L USE
50013 MEDIUM	L	M	L	M	H	9	H
50022 MEDIUM	L	M	M	M	M	9	H
50030 LOW	L	H	L	M	M	9	L USE
50041 LOW	M	M	M	L	M	9	L USE
50060 MEDIUM	M	H	L	L	M	9	M
50068 MEDIUM	L	H	M	L	M	9	M
50069 MEDIUM	L	H	M	L	M	9	M
60022F LOW	M	L	M	M	M	9	L USE
60025 MEDIUM	M	L	H	L	M	9	NEW
60026A MEDIUM	M	L	L	M	H	9	H
60026B MEDIUM	M	L	L	M	H	9	H
60028 MEDIUM	L	M	M	M	M	9	M
60037 LOW	H	L	M	M	L	9	L USE
71064 MEDIUM	L	L	H	M	M	9	H
71066 LOW	L	L	H	M	M	9	L USE
40025 LOW	L	L	L	M	H	8	
50008B LOW	L	H	M	L	L	8	
50018 LOW	L	L	H	M	L	8	
50051 LOW	L	H	L	L	M	8	
60014B LOW	H	M	L	L	L	8	
25025A LOW	L	M	L	L	M	7	
25033 LOW	L	L	L	M	M	7	
40064 LOW	L	M	L	M	L	7	

50008C LOW	L	H	L	L	L	7
50031B LOW	L	H	L	L	L	7
50050B LOW	M	L	M	L	L	7
50056 LOW	H	L	L	L	L	7
50070 LOW	L	H	L	L	L	7
60005B LOW	L	L	H	L	L	7
60019 LOW	L	M	M	L	L	7
50020B LOW	L	L	L	H	L	7
60022G LOW	H	L	L	L	L	7
60022H LOW	H	L	L	L	L	7
60026C LOW	M	L	L	L	M	7
60039 LOW	L	L	M	M	L	7
90007 LOW	L	M	M	L	L	7
25024 LOW	M	L	L	L	L	6
60011B LOW	M	L	L	L	L	6
60021I LOW	M	L	L	L	L	6
60021J LOW	M	L	L	L	L	6
60038 LOW	M	L	L	L	L	6
10043 LOW	L	L	L	L	L	5
25025B LOW	L	L	L	L	L	5
25036 LOW	L	L	L	L	L	5
50062 LOW	L	L	L	L	L	5
50071 LOW	L	L	L	L	L	5
60012B LOW	L	L	L	L	L	5
60016C LOW	L	L	L	L	L	5
60026D LOW	L	L	L	L	L	5
60026E LOW	L	L	L	L	L	5
60026F LOW	L	L	L	L	L	5
71013A LOW	L	L	L	L	L	5
71013B LOW	L	L	L	L	L	5

HIGH	15,14,13,12,11(USE 2)
MEDIUM	11(USE 11),10,9(USE12)
LOW	9 (USE 7), 8, 7, 6, 5



## Safety Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
15006	Felony Trial Unit B-Drugs	DA	1	22	15	5	0	0
15007	Felony Trial Unit C-Gangs	DA	1	1	15	5	0	0
15008	Felony Trial Unit D-Violent Person crimes	DA	1	1	15	5	0	0
15013	Domestic Violence Unit	DA	1	25	15	5	0	0
15015	Child Abuse Team (MDT)	DA	1	15	15	5	0	0
50036A	Juvenile Detention Services -- 32 bed base	DCJ	1	1	15	5	0	0
50036B	Juvenile Detention -- 48 beds	DCJ	1	15	15	5	0	0
50038	Juvenile Sex Offender Probation Supervision	DCJ	1	1	15	5	0	0
50049	Juvenile Sex Offender Residential Treatment	DCJ	1	1	15	5	0	0
60021B	MCSO Detention Center Option B	MCSO	1	8	15	5	0	0
60021C	MCSO Detention Center Option C	MCSO	1	14	15	5	0	0
60021D	MCSO Detention Center Option D	MCSO	1	8	15	5	0	0
60021E	MCSO Detention Center Option E	MCSO	1	22	15	5	0	0
60021F	MCSO Detention Center Option F	MCSO	1	32	15	5	0	0
15005	Felony Trial Unit A- Property	DA	15	28	14	4	1	0
15009	Felony Pre-Trial	DA	15	46	14	4	1	0
15010	Investigations (Felony)	DA	15	32	14	4	1	0
15012	Juvenile Court Trial Unit	DA	15	8	14	4	1	0
50008A	Substance Abuse Services For Men-Residential 47 beds...	DCJ	15	28	14	4	1	0
50012A	Substance Abuse Services For Women - Residential 30 Beds...	DCJ	15	28	14	4	1	0
50012B	Substance Abuse Services For Women - Residential 45 Beds...	DCJ	15	51	14	4	1	0
50017	Adult High Risk Drug Unit	DCJ	15	8	14	4	1	0
50042	Juvenile Formal Probation Services	DCJ	15	8	14	4	1	0
50066	Adult Electronic Monitoring	DCJ	15	97	14	4	1	0
60021I	MCSO Detention Center Option I	MCSO	15	58	14	4	1	0
60021J	MCSO Detention Center Option J	MCSO	15	51	14	4	1	0
21004	Gang Prevention Services	OSCP	15	84	14	4	1	0
50013	Pretrial Services - Adult Offenders	DCJ	28	108	13	4	0	1
50006	Adult Offender Mental Health Services	DCJ	29	34	13	3	2	0
50007	Adult Substance Abuse Services-Outpatient	DCJ	29	39	13	3	2	0
50024	Adult Sex Offender Treatment & Management Program...	DCJ	29	15	13	3	2	0
50050A	RAD-Juvenile Secure Residential A&D Treatment	DCJ	29	8	13	3	2	0
60018	MCSO Civil Process	MCSO	29	68	13	3	2	0
60022C	MCSO Inverness Jail Option C	MCSO	29	25	13	3	2	0
60022D	MCSO Inverness Jail Option D	MCSO	29	22	13	3	2	0

## Safety Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
60022E	MCSO Inverness Jail Option E	MCSO	29	28	13	3	2	0
60022F	MCSO Inverness Jail Option F	MCSO	29	58	13	3	2	0
50023	Adult Offender Field Services - Felony Supervision...	DCJ	38	1	12	3	1	1
50051	Juvenile Multi-Systemic Treatment Therapy Team (MST) ...	DCJ	38	55	12	3	1	1
50065	Adult Pretrial Release Program Option	DCJ	38	72	12	3	1	1
50068	Transition Services Unit - Adult Offender Services...	DCJ	38	42	12	3	1	1
50008B	Substance Abuse Services For Men- Residential 24 beds ...	DCJ	42	39	12	2	3	0
50008C	Substance Abuse Services For Men - Residential 14 Beds...	DCJ	42	76	12	2	3	0
50044	Gang Resource Intervention Team (GRIT)	DCJ	42	39	12	2	3	0
40025	Public Health Emergency Preparedness	HD	42	91	12	2	3	0
60016A	MCSO Booking & Release Option A (days)	MCSO	42	15	12	2	3	0
60022B	MCSO Inverness Jail Option B	MCSO	42	25	12	2	3	0
60022G	MCSO Inverness Jail Option G	MCSO	42	38	12	2	3	0
10056	Court Appearance Notification System	NOND	42	46	12	2	3	0
50069	Transitional Service Housing - Adult Offenders	DCJ	50	34	11	3	0	2
60021A	MCSO Detention Center Option A	MCSO	50	1	11	3	0	2
15017	Misdemeanor/Community Court	DA	52	72	11	2	2	1
15021	Neighborhood DA	DA	52	82	11	2	2	1
21010	Homeless Youth System	OSCP	52	84	11	2	2	1
25072	Sexual Offense and Abuse Prevention Program	DCHS	55	50	11	1	4	0
50009	Adult Drug Diversion Program	DCJ	55	58	11	1	4	0
50019	Adult DUII Felony & Misdemeanor	DCJ	55	68	11	1	4	0
50020	Adult Domestic Violence Supervision/Deferred Sentencing...	DCJ	55	55	11	1	4	0
60016B	MCSO Booking & Release Option B (Swing)	MCSO	55	15	11	1	4	0
60022H	MCSO Inverness Jail Option H	MCSO	55	51	11	1	4	0
60022A	MCSO Inverness Jail Option A	MCSO	61	21	10	2	1	2
90007	Emergency Management	CS	62	94	10	1	3	1
25036	A&D Sobering ITAX	DCHS	62	77	10	1	3	1
50025	Day Reporting Center - Adult Sanctions & Services...	DCJ	62	46	10	1	3	1
50030	Family Services Unit	DCJ	62	63	10	1	3	1
50041	Juvenile Informal Intervention	DCJ	62	84	10	1	3	1
50050B	RAD Expansion	DCJ	62	122	10	1	3	1
50055	Communities of Color Partnership (COCP)	DCJ	62	99	10	1	3	1
50060	Assessment and Treatment for Youth and Families (ATYF)...	DCJ	62	68	10	1	3	1
60024	MCSO Community Defined Crime & Investigative Response...	MCSO	62	61	10	1	3	1

## Safety Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
60036	MCSO Safe Communities - Eastside	MCSO	62	51	10	1	3	1
60038	MCSO Safe Communities - Graveyard	MCSO	62	84	10	1	3	1
25027	African American Youth A&D Treatment	DCHS	73	84	10	0	5	0
50047	Early Intervention Unit (EIU)	DCJ	73	77	10	0	5	0
60021G	MCSO Detention Center Option G	MCSO	75	43	9	2	0	3
60021H	MCSO Detention Center Option H	MCSO	75	43	9	2	0	3
50022	Adult Offender Field Services - Misdemeanor Supervision...	DCJ	77	68	9	1	2	2
50031A	River Rock Treatment Program For Adult Offenders - Residential...	DCJ	77	72	9	1	2	2
50057	Youth Gang Outreach	DCJ	77	83	9	1	2	2
50058	Chronic and Serious Youth Offender Program	DCJ	77	102	9	1	2	2
50062	Juvenile - Latino Shelter Care	DCJ	77	108	9	1	2	2
60016C	MCSO Booking & Release - Option C (grave)	MCSO	77	43	9	1	2	2
60030	MCSO Traffic Safety	MCSO	77	91	9	1	2	2
60040	MCSO River Patrol	MCSO	77	63	9	1	2	2
25025A	A&D Outstationed Staff: Alcohol and Drug Assessment, Referral, and Consultation Services...	DCHS	85	77	9	0	4	1
50045	Juvenile Accountability Programs	DCJ	85	110	9	0	4	1
50053	Reclaiming Futures	DCJ	85	110	9	0	4	1
50071	Mandated Treatment Medium Risk Adult Offenders	DCJ	85	97	9	0	4	1
60015	MCSO Transport	MCSO	85	15	9	0	4	1
60037	MCSO Safe Communities - Westside	MCSO	85	63	9	0	4	1
10033	DSS-Justice	NOND	85	72	9	0	4	1
15001	Medical Examiner	DA	92	99	8	1	1	3
40002	Emergency Medical Services	HD	92	84	8	1	1	3
25024	DUII Evaluation	DCHS	94	84	8	0	3	2
50027	Adult Community Service - Formal Supervision	DCJ	94	77	8	0	3	2
40064	Regional Health System Emergency Preparedness	HD	94	116	8	0	3	2
60008	MCSO Classification	MCSO	94	46	8	0	3	2
60011A	MCSO Corrections Records - Option A (Days)	MCSO	94	34	8	0	3	2
60011B	MCSO Corrections Records - Option B (Swing & Grave)...	MCSO	94	77	8	0	3	2
60032	MCSO Court Services - Courthouse	MCSO	94	34	8	0	3	2
10043	Local Public Safety Coordinating Council	NOND	94	116	8	0	3	2
71066	ESWIS - Complete Mainframe Migration and System Development...	CBS	102	122	7	1	0	4
50031B	River Rock Treatment Program For Adult Offenders- Community Care...	DCJ	102	104	7	1	0	4
60020B	MCSO Minimum Security Custody Option B	MCSO	102	122	7	1	0	4

## Safety Priority Area Results

Program #	Program Name	Department	Board Rank	Outcome Team Rank	Board Score	Board Votes Received		
						H	M	L
60041	MCSO School Resource Officers	MCSO	102	94	7	1	0	4
50026	Londer Learning Center- Adult Sanctions & Services...	DCJ	106	104	7	0	2	3
50028	Adult Community Service - Community Court & Bench Probation...	DCJ	106	104	7	0	2	3
60012A	MCSO Enforcement Records - Option A	MCSO	106	55	7	0	2	3
60017	MCSO Inmate Programs	MCSO	106	94	7	0	2	3
60033	MCSO Court Services - JC, WE, Relief	MCSO	106	66	7	0	2	3
60039	MCSO Close Street	MCSO	106	91	7	0	2	3
71013B	Office Support (for Safety Program)	CBS	112	130	6	0	1	4
71064	Justice Bond Fund - Remaining Capital Projects	CBS	112	130	6	0	1	4
25025B	A&D Outstationed Staff: Alcohol and Drug Assessment, Referral, and Consultation Services - Additional Capacity...	DCHS	112	120	6	0	1	4
25033	DUII Victims' Impact Panel	DCHS	112	130	6	0	1	4
60005B	MCSO Training Option B	MCSO	112	122	6	0	1	4
60012B	MCSO Enforcement Records - Option B	MCSO	112	116	6	0	1	4
60014B	MCSO Facility Security Option B - Courts	MCSO	112	61	6	0	1	4
60020A	MCSO Minimum Security Custody Option A MWRC	MCSO	112	99	6	0	1	4
60025	MCSO Corrections Work Crews	MCSO	112	104	6	0	1	4
60028	MCSO Regulatory Services - Alarms & Concealed Weapons...	MCSO	112	120	6	0	1	4
71013A	Human Resources - Safety Program	CBS	122	122	5	0	0	5
71063	Justice Bond Fund - DA Mainframe Migration (CRIMES)...	CBS	122	122	5	0	0	5
50018	Adult Enhanced Bench Probation	DCJ	122	110	5	0	0	5
50056	The Gun Elimination Program	DCJ	122	116	5	0	0	5
50070	Forest Project	DCJ	122	113	5	0	0	5
60009	MCSO Auxiliary Services	MCSO	122	102	5	0	0	5
60014A	MCSO Facility Security Option A - Jails & Library...	MCSO	122	66	5	0	0	5
60019	MCSO Inmate Welfare & Commissary	MCSO	122	122	5	0	0	5
60026A	MCSO Wapato Jail Option A	MCSO	122	113	5	0	0	5
60026B	MCSO Wapato Jail Option B	MCSO	122	113	5	0	0	5
60026C	MCSO Wapato Jail Option C	MCSO	122	130	5	0	0	5
60026D	MCSO Wapato Jail Option D	MCSO	122	130	5	0	0	5
60026E	MCSO Wapato Jail Option E	MCSO	122	130	5	0	0	5
60026F	MCSO Wapato Jail Option F	MCSO	122	130	5	0	0	5
10031	Building Space for State-Required Functions	NOND	122	122	5	0	0	5

**BOGSTAD Deborah L**

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**From:** DARGAN Karyne A  
**Sent:** Monday, March 14, 2005 12:38 PM  
**To:** ROJO DE STEFFEY Maria; NAITO Lisa H; LINN Diane M; CRUZ Serena M; ROBERTS Lonnie J  
**Cc:** #EXECUTIVE COMMITTEE; BALL John; BOGSTAD Deborah L; 'Connie Nelson'; 'Peter Hutchinson'; Laurie; 'Motssom@aol.com'; YANTIS Wanda; AAB Larry A; Andreas, Valerie; BALL John; BELL Iris D; BOYER Dave A; CAMPBELL Mark; CARROLL Mary P; CRUZ Serena M; DARGAN Karyne A; ELKIN Christian; FARRELL Delma D; FLYNN Suzanne J; FORD Carol M; FULLER Joanne; GRAVELY Robert M; HAY Ching L; HEWITT Douglas B; JASPIN Michael D; KIRK Christine A; LANDIS Sarah E; LINN Diane M; MARCH Steve J; MARCY Scott; MARTIN Chuck T; MATTIODA Gina M; MORIMITSU Kathryn A; NEBURKA Julie Z; NICE Matt L; ROMERO Shelli D; SIMPSON Thomas G; TINKLE Kathy M; WEST Kristen; WILTON Nancy L; WOLF Jill; ASPHAUG Scott E; BELCOURT Joy; EASTER Johnette; GUINEY Tom M; HANSELL Tom J; HARRIS Mindy L; HOUGHTON David B; HUDSON Ray; JAROSH Judi L; JOSLIN Amy M; KIPP Donna J; KOCH David M; LE Van T; LEAR Wendy R; LEBOW Wendy C; LIDAY Steve G; MAESTRE Robert A; MCGEE Tanya Colie; MIKKELSEN June; MINDT Pam; MITCHELL Brennan J; OEHLKE Vailey; ORR Mary C; OSWALD Michael L; PEOPLES Kim E; PORTER Rebecca L; RAMSTEN Jeanne; ROCHE Hector R; SAMOLINSKI Peggy L; SHORTALL Mary E; STEWARD Becky A; SWACKHAMER Sherry J; THOMAS Bob C; TREB Kathleen A; TUNEBERG Kathleen A  
**Subject:** Outcome Team Reports - Supporting information for 3/15 and 3/16 worksession

Attached please find the final report from the Outcome Teams. What is included in these reports are:

- o The original report re: maps, strategies and indicators
- o Team's final ranked program offers
- o Discussion on the ranking, how they approached it
- o Policy issues

The policy issues were forwarded the Design Team and the Design Team has forwarded them to the Executive Committee for their review and discussion.

We will also be asking the Executive Committee to add any policy issues they have that may not have been captured by the Outcome Teams. The Executive Team will recommend to the Design Team 2-4 total policy issues to work on over the course of the next year.

The Design Team will be presenting this information to the Board in the next month or so.

This is just additional information for the 3/15 and 3/16 worksessions.

Please give me a call if you have any questions.

Thanks,  
Karyne

3/14/2005





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

**I want my Government to be accountable at every level.**

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

*Treasury Board of Canada*

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

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

### Indicators 1 and 2<sup>1</sup>

#### **1. Perception of trust and confidence**

#### **2. Satisfaction with service quality, effectiveness and price**

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

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

### Indicator 3

#### **3. Price of Government<sup>2</sup>**

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

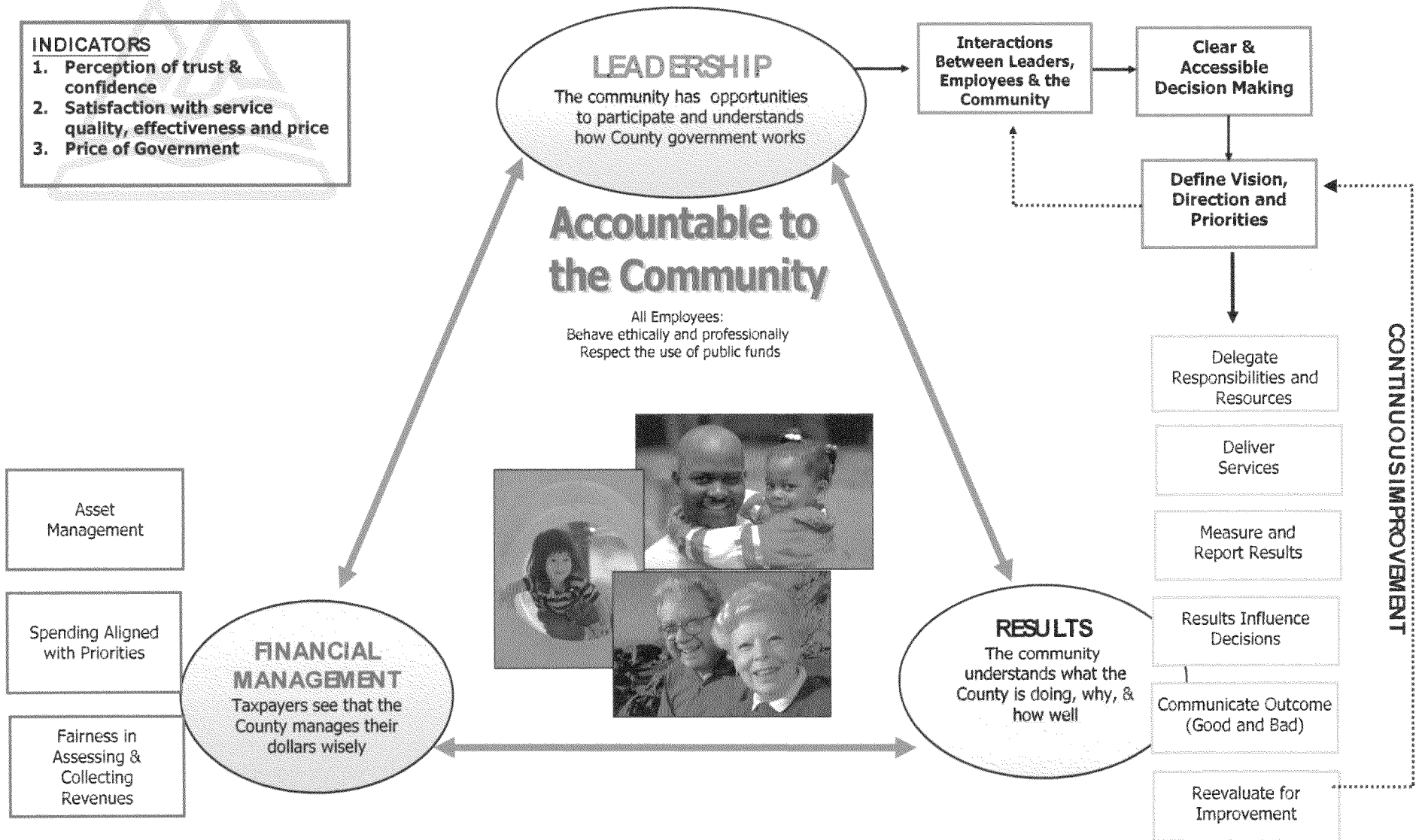
This is an important measure because citizens' demand the greatest value they can get for the price they pay. Citizens are constantly assessing the relationship between value and price as they judge their governments. If the value / price relationship improves they favor the work of government. If the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

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

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

<sup>2</sup> Definition taken from the book, Price of Government, [www.psgpr.com](http://www.psgpr.com).

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



Updated 1/13/06

**Responsible Leadership – Primary Factor**

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

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

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

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

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

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

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

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

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

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

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

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



### **Results – Primary Factor**

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

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

- **Continuous Improvement – Secondary Factor**

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

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

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

### **Financial Management – Primary Factor**

*Taxpayers see that the County manages their dollars wisely.*

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

- **Fairness in Assessing and Collecting Revenues – Secondary Factor**

The community wants to know that everyone is being taxed fairly and that they are not paying more than their fair share.

- **Spending aligned with Priorities – Secondary Factor**

The community wants good spending plans that follow established priorities and are designed for long term financial stability.

- **Asset Management – Secondary Factor**

To deliver services effectively, the County needs the right mix and quantity of assets (buildings, cars, computers, software, telephones, etc.) to match the need. The types and quantities of assets, as well as, the methods of buying, deploying, maintaining, and replacing them is important to financial and operational success.

#### **IV. Selection Strategies – Focused choices to realize results**

##### **1. Increase community's understanding of and involvement in the County's programs and decision-making.**

*Several sources have noted that people want to feel as though they have been listened to and considered, we know this intuitively as well. The community needs a clear and accessible decision making process where they know who will make the decision, what the decision making process entails, and whether there will be meaningful opportunities for citizen involvement. Evidence suggests that even when citizens disagree with the decision they will see government as credible as long as decision making is clear and open.*

*The team believes that in addition to formal interactions between County representatives and the community involving policy direction, informal settings that provide real two-way communication will generate a greater feeling of connection.*

##### **We are looking for program offers that:**

- Educate and inform citizens about the results and price of county government
- Promote opportunities for community participation in policy development and decision making
- Support open houses, breakfast meetings, and town hall meetings without set agendas or impending regulations
- Provide direct customer voice into program direction

##### **2. Manage assets and service delivery costs effectively.**

*Significant money is spent to acquire, maintain, upgrade, and replace the facilities, vehicles, equipment, computer hardware, telephone systems, information systems, and other assets that are the tools that County employees use to deliver services to the public. They need to be effectively managed to get the right mix and types of tools matched with the needs of the County's workforce and clients. Too few tools result in less efficient service delivery. Too much capacity wastes funds.*

##### **We are looking for program offers that:**

- Match asset capacity with need by eliminating capacity where possible or increasing utilization where capacity cannot be reduced (facilities, IT hardware, motor pools, etc.)
- Maximize use of existing assets by sharing tools rather than duplicating them (cars, software applications, facilities, etc.)
- Partner with others to reduce overall service delivery costs or deliver more value for the same cost
- Describe innovative delivery techniques to reduce community costs ("Get more bang for the local buck")

**3. Strengthen County workforce competencies and the environment needed to achieve quality results.**

*To deliver quality services, the County needs employees at all levels that have the skills and abilities to perform their jobs well. Their ability to deliver services depends on their individual and combined competencies. It is critical that the County has a well-developed, competent workforce to implement its plans and achieve results.*

*It is also critical that the work environment is conducive to achieving results. The work environment must attract and retain diverse high-quality employees and foster an atmosphere that encourages innovation, strives for excellence, attains workplace harmony, and builds loyalty and trust.*

**We are looking for program offers that:**

- Develop staff competencies (technical, leadership, cultural, supervisory, professional)
- Ensure a “safe” work environment (physically safe, avenues for “safe” communication, culturally “safe,” etc.)
- Align staff performance with program goals

**4. Evaluate and streamline regulatory compliance efforts and internal processes.**

*Regulations and controls are essential to the community and the County’s operations. The County enforces regulations (land use, water quality, animal control, health inspection, nuisance, etc.) in the community and internal controls in County operations. Some regulations may be able to be streamlined to reduce compliance efforts by the community and enforcement efforts by the County. Internal processes have significant opportunities for improvement. If the improvements could be implemented, longer term costs could be reduced. Some method of investing in the support needed to streamline could yield significant returns.*

**We are looking for program offers that:**

- Provide sufficient support (“seed money”) to develop and implement innovative approaches to streamline processes or enforcement methods
- Propose methods of evaluating where efficiencies or added value can be implemented
- Streamline techniques for delivery of services or enforcement of regulations
- Reduce transactional efforts within internal processes
- Demonstrate innovative contract management approaches

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

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

**We are looking for program offers that:**

- Report results to the community
- Commit to measurable results that can be easily quantified, used in decision making,
- Focus evaluation efforts on potentially high impact areas
- Propose collaborative approaches to measurement, decision-making, and performance reporting
- Provide capacity to evaluate performance to implement changes to improve results

V. Program Ranking (Composite Report)

Program	Name	Department	Rank	Score	Votes Received		
					H	M	L
71038	Facilities Asset Management	CBS	1	24	8	0	0
90006	Elections	CS	1	24	8	0	0
70001	General Ledger	FBAT	1	24	8	0	0
70004A	Budget Office	FBAT	1	24	8	0	0
70005	Tax Administration (Non-ITAX)	FBAT	1	24	8	0	0
70007	Treasury Office	FBAT	1	24	8	0	0
70010	A&T - Property Tax Collection	FBAT	1	24	8	0	0
70020B	Property Assessment-Expand Residential Appraisal Staff (A&T)	FBAT	1	24	8	0	0
10000	Chair's Office	NOND	1	24	8	0	0
10001	District 1	NOND	1	24	8	0	0
10002	District 2	NOND	1	24	8	0	0
10003	District 3	NOND	1	24	8	0	0
10004	District 4	NOND	1	24	8	0	0
71004	Human Resources - Central Payroll	CBS	14	23	7	1	0
70028	A&T - Board of Property Tax Appeals	FBAT	14	23	7	1	0
10008	County Attorney	NOND	14	23	7	1	0
10039	PERS Pension Bond Sinking Fund	NOND	14	23	7	1	0
10009	Public Affairs Office	NOND	18	22	6	2	0
71042	Fleet Services	CBS	19	21	5	3	0
71045	Mail Distribution	CBS	19	21	5	3	0
71059	Facilities Capital - Asset Preservation (AP Fund)	CBS	19	21	5	3	0
70003	Retirement Programs	FBAT	19	21	5	3	0
71044	Records Section	CBS	23	20	5	2	1
10040	Tax Anticipation Notes	NOND	23	20	5	2	1
10052	Productivity Improvement Process	NOND	23	20	5	2	1
71008	Human Resources - Employee Benefits	CBS	26	20	4	4	0
71046	Materials Management	CBS	26	20	4	4	0
70018	Property Assessment-Commercial (A&T)	FBAT	26	20	4	4	0
70020A	Property Assessment-Residential (A&T)	FBAT	26	20	4	4	0
10006A	Auditor's Office	NOND	26	20	4	4	0
10037	GO Bond Sinking Fund	NOND	26	20	4	4	0
71003	SAP Support	CBS	32	19	4	3	1

**Accountability Team**

Program	Name	Department	Rank	Score	Votes Received		
					H	M	L
71025	Telecommunications Services	CBS	32	19	4	3	1
71027	Wide Area Network Services	CBS	32	19	4	3	1
70004C	Performance Measurement and Planning	FBAT	32	19	4	3	1
71058	Web Services	CBS	36	19	3	5	0
70009	A&T - Records Management	FBAT	36	19	3	5	0
70025	Liability Risk Unit	FBAT	36	19	3	5	0
10034	Business Income Tax	NOND	36	19	3	5	0
10055	Capacity	NOND	40	18	4	2	2
90014	County Surveyor's Office	CS	41	18	3	4	1
71018	Finance Operations	CBS	42	18	2	6	0
71007	Human Resources - Employee & Labor Relations	CBS	43	17	2	5	1
71015A	Human Resources - Workers Compensation	CBS	43	17	2	5	1
71043	Electronic Services	CBS	43	17	2	5	1
70029A	A&T Business Application Systems Completion (A&T)...	FBAT	43	17	2	5	1
70012	A&T - Document Recording & Records Storage/Retrieval Systems	FBAT	47	17	1	7	0
60002	MCSO Professional Standards	MCSO	47	17	1	7	0
10036	Capital Debt Retirement	NOND	47	17	1	7	0
<b>70006A</b>	<b>ITAX Administration</b>	<b>FBAT</b>	<b>50</b>	<b>16</b>	<b>3</b>	<b>2</b>	<b>3</b>
<b>10053</b>	<b>Strategic Improvement Partner</b>	<b>NOND</b>	<b>50</b>	<b>16</b>	<b>3</b>	<b>2</b>	<b>3</b>
70002	Property Risk Unit	FBAT	52	16	2	4	2
71032	Facilities Maintenance and Operations	CBS	53	16	1	6	1
70019	Property Assessment- Personal/Industrial Property (A&T)	FBAT	53	16	1	6	1
70017	Property Assessment- Special Programs (A&T)	FBAT	55	16	0	8	0
<b>70026</b>	<b>Central Grant Monitoring</b>	<b>FBAT</b>	<b>56</b>	<b>15</b>	<b>3</b>	<b>1</b>	<b>4</b>
71062	IT Asset Preservation Program	CBS	57	15	1	5	2
10041	Equipment Acquisition Fund	NOND	57	15	1	5	2
70000B	CFO Communications	FBAT	59	14	2	2	4
10006C	Priority Indicator Reporting	NOND	59	14	2	2	4
71026	Desktop Services	CBS	61	14	1	4	3
71053	Health Application Services	CBS	61	14	1	4	3

**Accountability Team**

Program	Name	Department	Rank	Score	Votes Received		
					H	M	L
71005	Human Resources - Workforce Development & Employment (Recruitment)	CBS	63	14	0	6	2
71034	Facilities Operations - Pass Through	CBS	63	14	0	6	2
71036	Facilities Capital Improvement Program (CIP Fund)	CBS	63	14	0	6	2
71057	GIS Services	CBS	63	14	0	6	2
10038	Revenue Bonds	NOND	63	14	0	6	2
71039	Facilities Property Management	CBS	68	13	1	3	4
71012	Human Resources - Unemployment Insurance	CBS	69	13	0	5	3
71033	Facilities Compliance	CBS	69	13	0	5	3
71006A	Human Resources - Diversity, Equity and Affirmative Action	CBS	71	12	0	4	4
71016	Human Resources - Classification & Compensation Program	CBS	71	12	0	4	4
10012C	Public Electronic Communications	NOND	73	11	1	1	6
71052	Library Application Services	CBS	74	11	0	3	5
10012A	Citizen Involvement Committee	NOND	74	11	0	3	5
<b>71049</b>	<b>Community Justice Application Services</b>	<b>CBS</b>	<b>76</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>7</b>
<b>71054</b>	<b>DSCP Application Services</b>	<b>CBS</b>	<b>76</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>7</b>
<b>71055</b>	<b>DCHS Application Services</b>	<b>CBS</b>	<b>76</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>7</b>
<b>71056</b>	<b>DBCS Application Services</b>	<b>CBS</b>	<b>76</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>7</b>
71006D	diversity-cultural competency	CBS	80	10	0	2	6
71065	HIPAA Security Rule Compliance	CBS	80	10	0	2	6
70029B	A&T Business Application Systems Upgrade (A&T)	FBAT	80	10	0	2	6
10005	Centralized Boardroom Expenses	NOND	80	10	0	2	6
10012B	Citizen Involvement Training	NOND	80	10	0	2	6
71048	Sheriff's Office Application Services	CBS	85	9	0	1	7
71060	Facilities Capital - Justice Bond	CBS	85	9	0	1	7
10006B	Report to County Residents	NOND	85	9	0	1	7
10007	School Audits	NOND	85	9	0	1	7
71010	Human Resources - Health Promotion (Wellness)	CBS	89	8	0	0	8
71015B	Office Support-WC	CBS	89	8	0	0	8

## Accountability Team

Program	Name	Department	Rank	Score	Votes Received		
					H	M	L
71067	Cost Effective Solutions	CBS	89	8	0	0	8
70013	Marriage License/Domestic Partner Registry	FBAT	89	8	0	0	8
40017	Vital Records	HD	89	8	0	0	8
60001	MCSCO Executive Budget	MCSCO	89	8	0	0	8
10010	Tax Supervising & Conservation Commission	NOND	89	8	0	0	8
10013	Cultural Diversity Conference	NOND	89	8	0	0	8
10032	IBM Mainframe Migration	NOND	89	8	0	0	8
21026	School Services: Evaluation	OSCP	89	8	0	0	8
	<b>Programs that received a high/low vote disparity</b>						

## VI. Program Ranking Discussion

The rankings provided by the Accountability Team are based on: how well the program offers tied to the Accountability Map, factors, and strategies; the team's knowledge and perception of program effectiveness; and consideration of the service delivery policy issues raised by the team.

### Divergent Rankings

Overall, the team had agreement on 93% of the program offer rankings. There were seven program offers that were identified by the ranking tool as divergent.

- ITAX Administration (70006A) – Rank 50 of 98**  
 Some members ranked medium to high due to the responsibility the County has to assess and collect taxes fairly combined with the excellent collection performance and lower than expected costs. Others ranked low because of the temporary nature of the program.
- Strategic Improvement Partner (10053) – Rank 50 of 98**  
 The team all agreed that the goals of this program and its alternate **Productivity Improvement Process (10052)** were good and one or the other should be selected. There were however concerns from some. While 10053 required no County cash outlay and the fresh set of eyes and independence of consultants were viewed as positives, the lack of implementation responsibility was viewed as a drawback. There were also concerns about the impact on the public's perception of trust and confidence from sharing public savings with consultants.
- Central Grant Monitoring (70026) – Rank 56 of 98**  
 The Team recognized the financial management importance of grant monitoring and the potential liability of non-compliance and raised grant planning, management and

monitoring as a policy issue. Some Team members ranked this program offer high due to the potential risk of losing significant funding if this function is not performed. Others felt that this is part of a larger issue that also includes coordination of grant applications, subcontracting, program and fiscal planning and monitoring, and that a framework should be established prior to implementing the component pieces.

- **Department Application Services –(71049, 71054, 71055, 71056)** – Rank 76 of 98  
Support of software applications is critical to the County's efficiency, but the current delivery model has some drawbacks. The IT Portfolio Management and Prioritization Strategy was raised as a policy issue. It is felt that the current approach to departmental application support can produce silo'd perspectives rather than county-wide prioritization. Other issues discussed included backup and application sharing limitations.

### Other Comments

The Team felt that it was important to comment on a few other rankings.

- **Centralized Boardroom Expenses (10005) and MCSO Executive Budget (60001)** were ranked low. The Team felt both program offers contained significant portions that were support or administration and should have been submitted as such with costs spread to operating programs.
- **The Citizen Involvement Committee and Cultural Diversity programs**, in theory, are programs that would contribute strongly to the accountability priority by increasing the overall perception of trust & confidence, both internally and externally, and by contributing to interactions between leaders, employees and the community. However, our learnings about and understanding of these programs led us to believe that the current models do not fully and successfully meet the objectives of the program, and as a result, do not in fact contribute strongly or effectively to the accountability priority. Therefore, the collective ranking by the team for the program offers related to these areas tended to be on the low end.
- There were a series of new offers that were also ranked low either because they related to policy issues submitted by the Team that suggest a broader review prior to adding new program offers, or were small enough programs that it was felt they could be absorbed within existing program costs. This was particularly true in areas of performance measurement, evaluation, and communications.
- A number of well run programs were ranked low only because of the limited tie to Accountability map, factors, and strategies. A few that we wanted to point out were the **Wellness program (71010)**, **Marriage License/Domestic Partner Registry (70013)** and **Vital Records (40017)**.



## VII. Policy Issues

**Review of Delivery Models**<sup>3</sup>: The following are areas that could be examined for implementation of best practices which could lead to efficiencies and savings. The areas highlighted are conducted throughout the county in a variety of models at varying costs and levels of services. In addition, there are areas of the county that should be looked at to reduce duplication of services which decreases the efficiency of the central functions and increases cost. The reviews of these functions should be performed across all departments and elected officials' offices.

- Research and Evaluation
- Human Resources (HR) – Besides examining centralization vs. decentralization vs. hybrids, include examining whether or not payroll and labor relations should report to HR or if their services are part of another County function.
- Background Investigations
- Training
- Communications/PR (CIC, PAO, Departments/Agencies)
- Grants – coordinating processes, applications, planning, contracts, fiscal planning, and fiscal monitoring.
- Contracts

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

- Central Stores – look at policy to increase department purchases through central stores which will reduce overhead costs and reduce the burden on departments to engage in purchasing.
- IT Portfolio Management and Prioritization Strategy
  - a. Standardize and coordinate hardware and software application use where possible.
  - b. Increase the utilization of SAP
  - c. Plan for Power Users vs. Fly By Users for computer replacement cycles (two separate flat fee charges)
  - d. Eliminate duplication of organizational effort and costs
  - e. Examine business model for databases
  - f. Create centralized software purchasing and inventory control to allow for sharing of assets and ensure license compliance.
  - g. Utilize existing owned “would get it done” software rather than purchase “better” software wherever practical
  - h. Examine use and support of County owned software and hardware by contractors and non-profits
  - i. Establish countywide standards/criteria for assignment of IT devices (pc, pda, blackberries, cell phones, local printers, etc.)
  - j. Ensure that a business case is made prior to large software purchases

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<sup>3</sup> Models could include centralization, decentralization or a hybrid approach.

## **Accountability Team**

- Examine the impact on IT security and costs of having three separate decision-making bodies (Executive Committee, District Attorney, and MCSO)
- Consider a County Manager to centralize, coordinate and implement countywide internal strategies providing consistency and focus over time.
- When practical utilize a Campus Approach to facilities to improve sharing of resources and provide a more focused County identity- i.e. reduces utilities, cars, mail delivery stops, integrated software and overall number of County locations..
- Consider potential benefits of merging Vital Records and Marriage Licenses
- Develop a single County image and set of practices– standardize websites, letterheads, rules on travel and training, awarding comp time, water purchases, meeting treats, retirement celebrations, etc.
- Move Board of Property Tax Appeals (BOPTA) to Tax Supervising (TSCC) to balance the seasonal workloads through out the year.
- Public Servant Indoctrination – Equip all first contact persons (employees or contractors) with the same customer service approaches and information resources, to help public/citizens find their way around county services. (example have a direct line to 211 at major receptionist areas to assist customers).
- Audit follow-through and coordination, whereby the auditor's office reports and recommendations are tracked and results are reported for several years following issuance of the report.

**FY 06 Priority Based Budgeting  
MULTNOMAH COUNTY OREGON**



**Basic Living Needs Outcome Team:** Joy Belcourt, Sandy Haffey, David Koch, Tanya McGee, Julie Neburka, Mary Orr, Tom Simpson (Facilitator), Kathy Tinkle (Team Leader).

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

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

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

Many members of our community are vulnerable, however, and any one of us could fall victim to an accident or other misfortune. Our goal is to ensure that every member of our community is able to meet his or her basic living needs, and we believe that our community, through the Multnomah County government, plays an important role in providing access to information, temporary assistance to those in need, and ongoing assistance to vulnerable people with no other means of support.

Several assumptions underlie the selection strategies that follow.

- “Health” is defined very broadly to include all aspects of behavioral and physical health.
- At any given time, there is a small percentage of community members who are, and will remain, vulnerable. People with physical and mental disabilities, the frail elderly, the seriously and persistently mentally ill, and others experiencing a major life crisis will need ongoing, well-integrated community support to ensure that their basic living needs are met. *Multnomah County has chosen to assume stewardship for the federal and state resources available for vulnerable individuals with no other means of support.*
- Strengthening support for families is a fundamental way to protect vulnerable members of our society. What matters most in families is not their form, but how well they function: as healthy, caring, safe, and stable places for children to grow and learn; as first lines of defense in times of crisis; as sources of life-long mutual support; and as caregivers and advocates for family members who are children, have disabilities, or are elderly. *Public social investments are necessary and contribute to healthy and successful families. Families are a key resource for vulnerable individuals.*
- Even for those fortunate enough to meet their own basic living needs, information about and directions to community resources can assist people in navigating a temporary rough patch in life. *Information and referral should be easily available to all.*

**II. Key Factors, and the dilemma to be found among the factors that influence and/or produce the result**

The Basic Living Needs Priority - All Multnomah County residents and their families are able to meet their basic living needs – is dependent on three primary factors which are **interwoven** as each supports the other for the best outcomes. They include:

- ✓ **Behavioral and physical health**
- ✓ **Stable, affordable and decent housing**
- ✓ **Economic independence**

The following Basic Living Needs Factor Diagram has been modified over the course of our discussions and review of evidence to better represent the dilemma that Multnomah County faces in its desire to help people meet their basic living needs. The dilemma is that the fewest people with the greatest needs consume the most resources. The majority of people with the fewest needs consume the fewest resources. The Basic Living Needs Team has affirmed through a review of research that providing assistance to the people between these two extremes provides the most “leverage” toward the goal of every person in every family in the community meeting their basic living needs. For example, investments in such things as education, prevention and early intervention activities with youth and families yield significant system savings. Every dollar invested in effective early childhood programming returns over \$8 in benefits to the program participants and society as a whole. According to research studies, absent necessary interventions during early childhood years, some children are more likely to drop out of school, require welfare benefits, and commit crime.

The following factors, both primary and secondary, have the strongest causal effect of influencing or realizing the Basic Living Needs Priority result. It is understood that at any given time, depending upon the needs of the individual or family, one or more of the factors may be most important to meeting a person’s basic living needs. Those factors include:

**1. Behavioral and physical health**

- Crisis Response to:
  - Chronic and/or acute physical issues
  - Mental Illness
  - Addictions
  - Communicable disease
  - Victimization
- Health Resources and Services for:
  - Health promotion
  - Education and prevention
  - Episodic, acute and chronic services
  - Maternal, child health
- Info and Referral for:
  - Access to Information
  - Advocacy
  - Triage

**2. Stable, affordable and decent housing**

- Emergency Needs
- Housing linked to supports and services
- Availability of stable, affordable housing

**3. Economic independence**

- Emergency Needs
- Job training and education
- Living wages and benefits

**III. Indicators of Success – *How the County will know if progress is being made toward the result?***

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

- This indicator establishes an income standard consistent with federal guidelines and at least approaches what might be considered a living wage. The source of the data to track this indicator is the American Community Survey. The most current available information is from calendar year 2003, with 2004 data becoming available by mid-2005.

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

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

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

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

- This indicator measures an individual's perception of their health. It is conducted annually by Centers for Disease Control & Prevention and is broken out by county back to 1998. This measure was chosen for its specificity, comparability, and increased clarity.

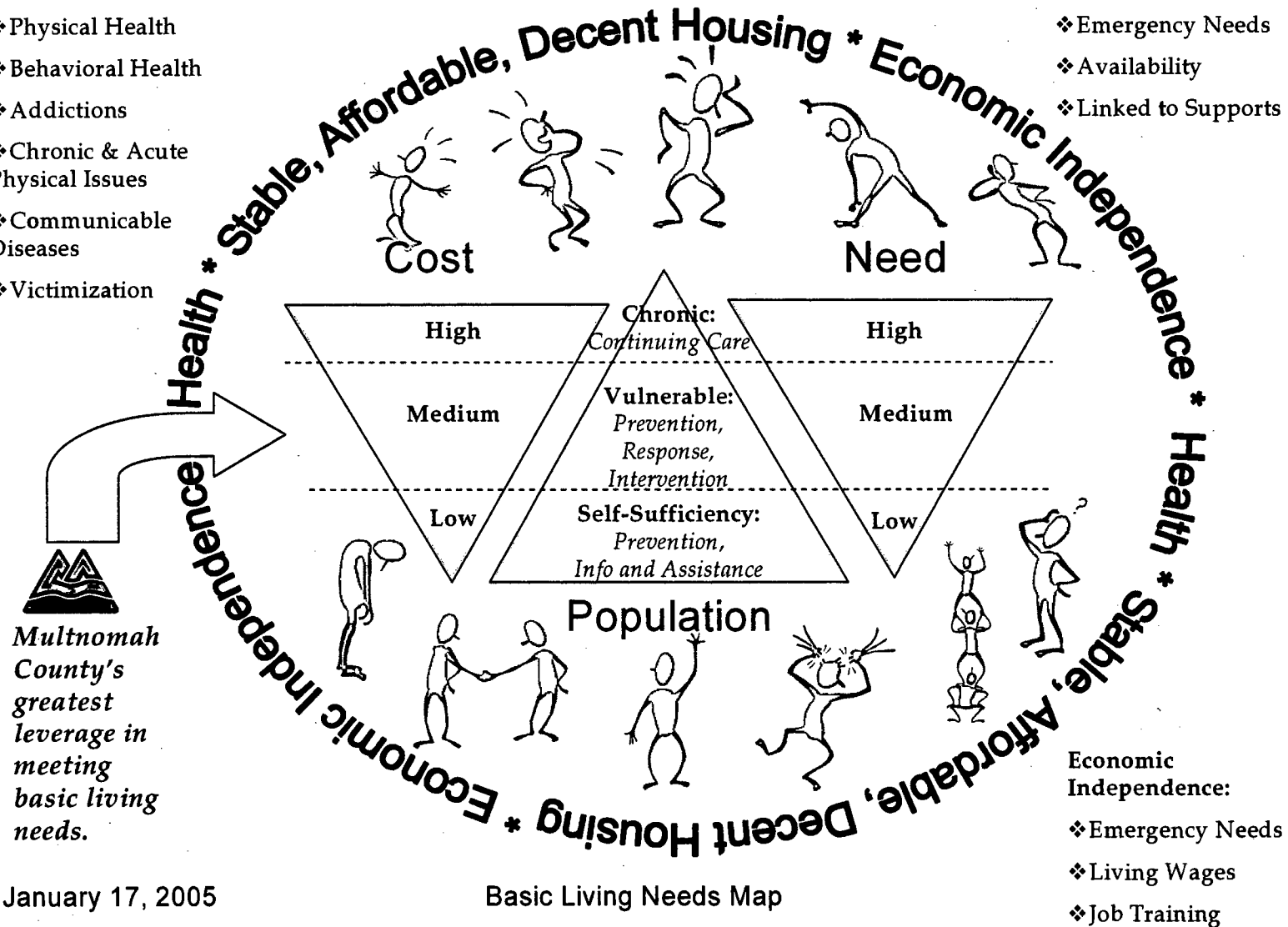
These indicators were chosen because they: 1) are readily measurable; 2) contain data elements currently collected; 3) allow comparison with other jurisdictions; 4) were consistently cited by experts and referenced in material we reviewed; and 5) are recognized as accepted national standards in the health and social service fields.

**Health Factors:**

- ❖ Physical Health
- ❖ Behavioral Health
- ❖ Addictions
- ❖ Chronic & Acute Physical Issues
- ❖ Communicable Diseases
- ❖ Victimization

**Housing Factors:**

- ❖ Emergency Needs
- ❖ Availability
- ❖ Linked to Supports



#### **IV. Selection Strategies – Values and Overarching expectations**

Combining the evidence gathered in the mid-year priority setting process, team discussions, knowledge, and professional judgment of team members several important and over-arching values emerged that the team supports as being key to realizing this priority. **We would expect every program offer to incorporate the following:**

*Multnomah County should take a lead role in developing new, and strengthening current, public and private partnerships to identify and address service gaps which may be barriers to an integrated, comprehensive continuum of service supports: emergency, short term and long term;*

*To maximize service efficiency there must be inter-departmental and cross-jurisdictional coordination, collaboration and communication;*

*Education, prevention, and early intervention services have the best return on investment for all factors related to the Basic Living Needs priority;*

*To be most effective, services are family centered, culturally competent and delivered in a culturally appropriate manner; and,*

*Multnomah County assumes responsibility for providing resources to vulnerable individuals with no other means of support.*

#### **Basic Living Needs Selection Strategies: Focused choices to realize results**

We are looking for program offers that:

- Provide access to care that addresses the needs of the whole person, including behavioral and physical health care, and social services needed to deliver acute and/or continuing care.
- Educate, prevent and/or intervene to keep people from experiencing health, housing or economic crises.
- Ensure easy access to appropriate information, referral, and assistance to people needing help with basic needs, including food, shelter, and clothing.
- Provide or link people to comprehensive community supports and services that lead to and/or keep people in stable, affordable housing.
- Provide readily available and accessible crisis services that include family centered plans and/or individual case management for long-term stability.
- Support and educate family and caregivers, paid and non-paid.

Information gleaned from a variety of experts and research sources as presented to the mid-year priority team and reviewed and discussed by the Outcome Team illuminated numerous themes. Support for these themes was quite consistent across multiple bases of evidence.

One striking example is the critical necessity of stable/affordable housing. Time and again the evidence illustrated the interconnectedness of each defining element of basic living needs (food, shelter, health and source of income), and how interdependent these are. This is especially true from the standpoint of leveraging service delivery, through collaboration and coordination, and thus maximizing benefits in relation to the investment of scarce county resources.

In addition to the factors, part of the evidence we used to develop the strategies builds on the County's Early Childhood Framework, Poverty Elimination Framework, and School-Age Policy Framework. Common themes throughout both the Frameworks and strategies include: a focus on entire families; delivery of culturally competent services; affordable, stable and decent housing; and, coordination and collaboration as a core business practice.

We realize that each of the frameworks do not touch on every strategy, but there were strong connections between the strategies above with particular components of each framework.

### Early Childhood Framework

- Strengthening families.
- Early education and prevention.
- Competent and coordinated health and social services.
- Accessible and affordable childcare.

### Poverty Elimination Framework

- Family focused service delivery.
- Adequate healthcare and needed social services.
- Living wage.

### School-Age Policy Framework

- Information and referral.
- Involving families in their children's lives.
- Alignment of health, social services and education.
- One system/one backbone.

### Ten-Year Plan to End Homelessness

- Effective rent assistance program.
- Supportive housing.
- Stable and affordable housing.



## V. Program Ranking

Num	Program Offer	Dept	Rank	Score	H	M	L
15016	Child Support Enforcement	DA	1	24	8	0	0
25010	ADS Long Term Care (LTC)	DCHS	2	23	7	1	0
25050	MH Crisis Call Center ITAX	DCHS	2	23	7	1	0
25082A	General DV Services	DCHS	2	23	7	1	0
40023	HIV Care Services	HD	2	23	7	1	0
21007	Emergency Services	OSCP	2	23	7	1	0
21009	Homeless Families	OSCP	2	23	7	1	0
40039A	Primary Care (North & Northeast Clinics)	HD	8	22	6	2	0
40039B	Primary Care (LaClinica, Westside including HIV Clinic)...	HD	8	22	6	2	0
40039C	Primary Care (East and Mid County)	HD	8	22	6	2	0
40041	Dental Services	HD	8	22	6	2	0
40048	The Women, Infants and Children's (WIC) Program	HD	8	22	6	2	0
40057	Communicable Disease Prevention & Control	HD	8	22	6	2	0
40061	STD, HIV, Hepatitis C Community Prevention Program...	HD	8	22	6	2	0
25029	A&D Transitional Housing	DCHS	15	21	6	1	1
25038	A&D Adult Residential ITAX	DCHS	15	21	6	1	1
25078	MH For Uninsured County Residents ITAX	DCHS	15	21	6	1	1
25095	School Aged MH Services	DCHS	15	21	6	1	1
25008A	ADS Public Guardian/Conservator Ramp-down Toward Closure...	DCHS	19	21	5	3	0
25011	ADS Community Access	DCHS	19	21	5	3	0
25031	A&D Adult Outpatient ITAX	DCHS	19	21	5	3	0
25096	Children's Intensive Community Based MH Services	DCHS	19	21	5	3	0
40038	Corrections Mental Health Treatment	HD	19	21	5	3	0
40056	Health Inspections & Education	HD	19	21	5	3	0
25046	MH Inpatient Services	DCHS	25	20	5	2	1
25048	MH Emergency Holds	DCHS	25	20	5	2	1
25075	MH Services for Young Children	DCHS	25	20	5	2	1
25015	ADS Adult Protective Services	DCHS	28	20	4	4	0

## Basic Living Needs Outcome Team

<b>Num</b>	<b>Program Offer</b>	<b>Dept</b>	<b>Rank</b>	<b>Score</b>	<b>H</b>	<b>M</b>	<b>L</b>
25055	MH Commitment Investigators ITAX	DCHS	28	20	4	4	0
40034A	Corrections Health-Detention Center Up to 370 beds...	HD	28	20	4	4	0
40035	Corrections Health -Donald E Long	HD	28	20	4	4	0
40037A	Corrections Health-Inverness Up to 465 beds	HD	28	20	4	4	0
15014	Victim's Assistance	DA	33	19	4	3	1
25019	DD Access and Protective Services	DCHS	33	19	4	3	1
25085	Youth Alcohol and Drug Outpatient Services	DCHS	33	19	4	3	1
25051A	MH Crisis Services ITAX	DCHS	36	19	3	5	0
25100	MH Hospital Waitlist	DCHS	36	19	3	5	0
40050	Breast & Cervical Health	HD	36	19	3	5	0
25009A	ADS Adult Care Home Program Reduced Service Level...	DCHS	39	18	4	2	2
25017	DD Basic Needs	DCHS	39	18	4	2	2
25040	A&D Severely Addicted Multi-Diagnosed ITAX	DCHS	39	18	4	2	2
25061A	MH Older & Disabled Services	DCHS	39	18	4	2	2
25070A	MH Family Care Coordination ITAX	DCHS	39	18	4	2	2
50052A	Family Court Services	DCJ	39	18	4	2	2
21003	Energy Services	OSCP	39	18	4	2	2
25087	Family Involvement Team	DCHS	46	18	3	4	1
25090	A&D Housing Services for Dependent Children	DCHS	46	18	3	4	1
25092	Methamphetamine Treatment Expansion and Enhancement...	DCHS	46	18	3	4	1
21012	Housing Services	OSCP	46	18	3	4	1
25060	MH Transitional Housing	DCHS	50	18	2	6	0
25045	MH Respite/Sub-acute	DCHS	51	17	3	3	2
25069	MH Outpatient Services	DCHS	51	17	3	3	2
40030	Medicaid/Medicare Eligibility	HD	51	17	3	3	2
25013	ADS Safety Net ITAX	DCHS	54	17	2	5	1
25056	MH Commitment Monitors	DCHS	54	17	2	5	1
25076	Child Abuse MH Services	DCHS	54	17	2	5	1
40036	Correc. Health-River Rock A&D Treatment (RR) and Multnomah County Work Release Center (MWRC)...	HD	54	17	2	5	1

# Basic Living Needs Outcome Team

Num	Program Offer	Dept	Rank	Score	H	M	L
25089	Family Alcohol & Drug Free Network (FAN)	DCHS	58	16	2	4	2
25094	Early Childhood MH Services	DCHS	58	16	2	4	2
25097	Public Health Clinic MH Outreach	DCHS	58	16	2	4	2
25039	A&D Synthetic Opiate Medication	DCHS	61	16	1	6	1
25074	Child Out of Home MH Services	DCHS	61	16	1	6	1
25035	A&D Abuse Prevention	DCHS	63	15	2	3	3
40034B	Corrections Health - Detention Ctr From 371 to 702 beds ...	HD	63	15	2	3	3
40037B	Corrections Health - Inverness 466 to 1,014 beds ...	HD	63	15	2	3	3
10018	Family Advocate Model-Child Abuse Prevention	NOND	63	15	2	3	3
21011	Runaway Youth	OSCP	63	15	2	3	3
25062	MH Residential Treatment ITAX	DCHS	68	15	1	5	2
25083B	HUD DV Housing	DCHS	68	15	1	5	2
25032	A&D Youth Residential Treatment	DCHS	70	14	2	2	4
25101A	Culturally Specific Mental Health Services	DCHS	70	14	2	2	4
25020	DD LifeLine Services	DCHS	72	14	1	4	3
25030	A&D Detoxification	DCHS	72	14	1	4	3
25049	MH Court Examiners	DCHS	72	14	1	4	3
25067	MH Bienestar	DCHS	72	14	1	4	3
25073	MH/A&D Services to African American Women	DCHS	72	14	1	4	3
25083A	Culturally Specific DV	DCHS	72	14	1	4	3
25023A	A&D Community Services ITAX	DCHS	78	14	0	6	2
50052B	Family Court Services-Marriage & Family Counselor...	DCJ	79	13	1	3	4
10050	Information and Referral/211	NOND	80	12	1	2	5
25009B	ADS Adult Care Home Program Current Service Level...	DCHS	81	12	0	4	4
25018	DD Life-Line Services, ITAX	DCHS	81	12	0	4	4
25053	MH Crisis Transportation	DCHS	81	12	0	4	4
25065	Therapeutic School	DCHS	81	12	0	4	4
10025	Elders in Action	NOND	81	12	0	4	4
25028	A&D Recovery Community Services Program	DCHS	86	11	1	1	6

# Basic Living Needs Outcome Team

Num	Program Offer	Dept	Rank	Score	H	M	L
25082B	Centralized DV Access Line	DCHS	86	11	1	1	6
10042	Oregon Food Bank Debt Service Payment	NOND	86	11	1	1	6
25026	A&D Acupuncture	DCHS	89	11	0	3	5
25054	MH Crisis Funds	DCHS	89	11	0	3	5
25099	MH Provider Tax	DCHS	89	11	0	3	5
25071	MH Child & Family Match	DCHS	92	10	0	2	6
25091	"Housing a New Beginning", Resource Book for Women and Families in Recovery & Annual Conference...	DCHS	92	10	0	2	6
40065A	Corrections Health - Wapato Up to 325 beds	HD	92	10	0	2	6
40065B	Corrections Health - Wapato 326 to 525 beds	HD	92	10	0	2	6
10017	Early Childhood/Preventing Abuse	NOND	92	10	0	2	6
10027	Portland Business Alliance (Project Respond)	NOND	92	10	0	2	6
90031	Housing Program	CS	98	9	0	1	7
25034	Gambling Addiction Treatment	DCHS	98	9	0	1	7
25037	A&D Client Basic Needs Services	DCHS	98	9	0	1	7
25051B	MH Crisis Services Additional Capacity	DCHS	98	9	0	1	7
25063	MH Youth Gang Outreach	DCHS	98	9	0	1	7
25064	Eastern European MH	DCHS	98	9	0	1	7
40049	Children's Assessment Services at the Children's Receiving Center ...	HD	98	9	0	1	7
25008B	ADS Public Guardian/Conservator Restore Current Service Level...	DCHS	105	8	0	0	8
25061B	MH Older & Disabled Services Additional Capacity	DCHS	105	8	0	0	8
25080	Gateway Children's Campus	DCHS	105	8	0	0	8
25088	Mental Health Beginning Working Capital	DCHS	105	8	0	0	8
25101B	Culturally Specific Mental Health Services Enhanced...	DCHS	105	8	0	0	8
25103	African American DV Capacity Building	DCHS	105	8	0	0	8
10022	SIP Community Housing	NOND	105	8	0	0	8

## VI. Ranking Discussion

The Team ranked the program offers three times. After the first time there was very little discrepancy (11%) between the rankings. However as the Team discussed the initial ranking result, it was clear that there was confusion about some of the programs, thus resulting in the variance. The Team met again and re-ranked. While small differences are still apparent, the team was successful in bringing to agreement its ranking of the program offers. In its post ranking discussion comments and observations were made about why certain programs rated higher and lower than others.

- The Team reviewed and ranked as citizens not program people, genuinely seeking understanding through inquiry not advocacy.
- The Team tried not to rank program offers according to mandate or funding source. In fact members noted that the funding information tended to cloud the discussion. If we are to focus on how a program contributes toward a particular result, do we care how it is funded? The Team believes this is a more appropriate discussion during the purchasing process
- The Team ranked according to the information it had in front of it and the information provided by departments.
- The Team asked many questions:
  - Is this function or program core to what the County is doing now? Or is it an expansion?
  - Are the clients of the program our clients and our responsibility versus the State's?
  - In a belt tightening exercise is program expansion or introduction of new programs acceptable? It was hard to evaluate new programs without corresponding performance data.
  - The Team found it equally difficult to consider programs that did not appear to be based on evidence-based practices.
- The Team believes in and firmly values the provision of culturally specific and competent County programs and services. Because of this many questions were raised and comments made about program offers which focused on these.
  - The strategy for capacity building for cultural specific programs wasn't clear.
  - The Team had difficulty making the connection between capacity building and meeting basic living needs. Programs that ranked higher could do both: provide culturally competent and specific services and make a more immediate contribution toward the priority.
  - Are existing programs being asked to become culturally competent and culturally specific?
- The Team ranked Child Support Enforcement high due to its ability to leverage over \$30 million directly into the hands of those who needed it. The program clearly kept people out of crisis and moved them toward self sufficiency (the middle tier of the map). The program also reaches a broad spectrum of the population.
- Programs that were ranked low included the following:
  - SIP Community Housing – the strategy around this program was unclear. This lack of clarity was captured in the policy section of this report below.
  - The Children's Receiving Center and Gateway Campus – there was confusion about whose clients were actually seen in these programs, the County's or the

State's? In addition the Team noted the very low utilization rate compared to the facility's capacity.

- Mental Health BWC – this program seemed to be misclassified and perhaps belonged in a different Priority Area since it was focused on financial matters.
- Other programs that were ranked low were enhancements or expansions that the Team captured in its notes above.

The Team appreciated having access to departments in person for extended periods as well as prompt responses to email communications. The Team concluded its analysis by admitting that the exercise was quite difficult and they would have preferred to rank most program offers higher.

## **VII. Policy Issues**

The Team raised a number of issues during its discussion that it believed warranted greater attention. The Budget Office sorted these into four categories. Each issue is flagged with its corresponding category.

### **A - Board Policy**

- Culturally specific/competent services – should these be built into existing contracts or programs? The Team's values and overarching expectations include culturally specific/competent services as part of the framework of service delivery not as an add-on service and a separate program offer. For example DCHS program offer 25101A requests to continue using current CGF for culturally specific MH Services and program offer 25101B requests new CGF for capacity building of culturally specific mental health services as a new program instead of integrating the approach into existing programs with existing dollars. The County needs to look at integrating culturally specific emphasis instead of creating new programs and use current dollars and allocate those funds appropriately.
- Examine whether it is feasible to apply the CareOregon model to Verity's. The Team saw many similarities between the two organizations and their corresponding relationship with the County.
- The Team believed that the application of cost-of-living-adjustments (COLA) for contractors needs the attention of County Board.
- Grants, Funding
  - Policy on backfilling lost or reduced funds (e.g. Medicaid). How does the County decide which funding is backfilled and which are not? Includes grants that expire, when matching requirements change, indirect costs.
  - Need to be clear of how much General Fund is used to subsidize programs. How much investment is the right amount to obtain a desired result?
  - Grants allow only certain amounts of indirect for the administration of the grant. County Departments have found that this amount is typically insufficient to cover all costs.

- How does the County choose to deliver services? The County delivers services in different ways. When that decision is made the County needs to examine quality, cost, liability, efficiency and effectiveness (A&D, mental health, primary care, jails, etc).

#### **B - Practices – Possible Duplication of Effort**

- Coordination of cross department populations. Clients seen in DCHS, Health, DCJ, Sheriff, State, etc. should have their services and resources coordinated.
- Structural Issues – As the Team reviewed program offers, questions were raised around the structure of the County. The current County structure may not support coordinated service delivery in these areas. Coordination between departments is not always apparent, there seemed to be divergent efforts in service delivery, and no single area operates as “County face” of a particular service.
  - A&D
  - Mental Health
  - Domestic Violence
  - Housing
  - Gang Programs
  - School Programs
  - Call Centers, I&R
  - Adult protective services
- County Policy Frameworks seem to be inconsistently applied e.g. clarify authority and responsibility of departments.

#### **C - Practices – Improving on Results**

- Coordination and leveraging of funds. County organizations have varying levels of capacity, sophistication and procedures as to how and when they leverage other sources of funding (especially Medicaid. The Team believed that County organizations need better coordination in this process along with clarifying “matching funds” strategies.

#### **D - Procedural Suggestions**

- Performance Measures
  - Consistency among performance measures is not apparent.
  - Many performance measures not measurable
  - Many are outputs not outcomes.
  - “Summary of last year’s performance results” not linked to performance measures
- Mandates
  - Inconsistent understanding of what constitutes a mandate, authorization, or contract obligation.
  - Interpretation of ORS is all over map; seems to need County Attorney’s review.

**FY 06 Priority Based Budgeting  
MULTNOMAH COUNTY OREGON**

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

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

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

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

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

**2. Percentage of growth in school mastery (data de-aggregated based on demographics) as measured by standardized testing**

Currently students are tested at grades 3, 8 and 10. These tests are used to determine individual students' mastery of a specific subject. These results are also used to benchmark a school's performance. The proposed indicator would measure the change in performance between the grades tested and provide a better indicator of a school's impact on performance. The team is recommending that growth in mastery be measured, but until this occurs the percentage of school mastery at the three grade levels is an acceptable temporary measure.

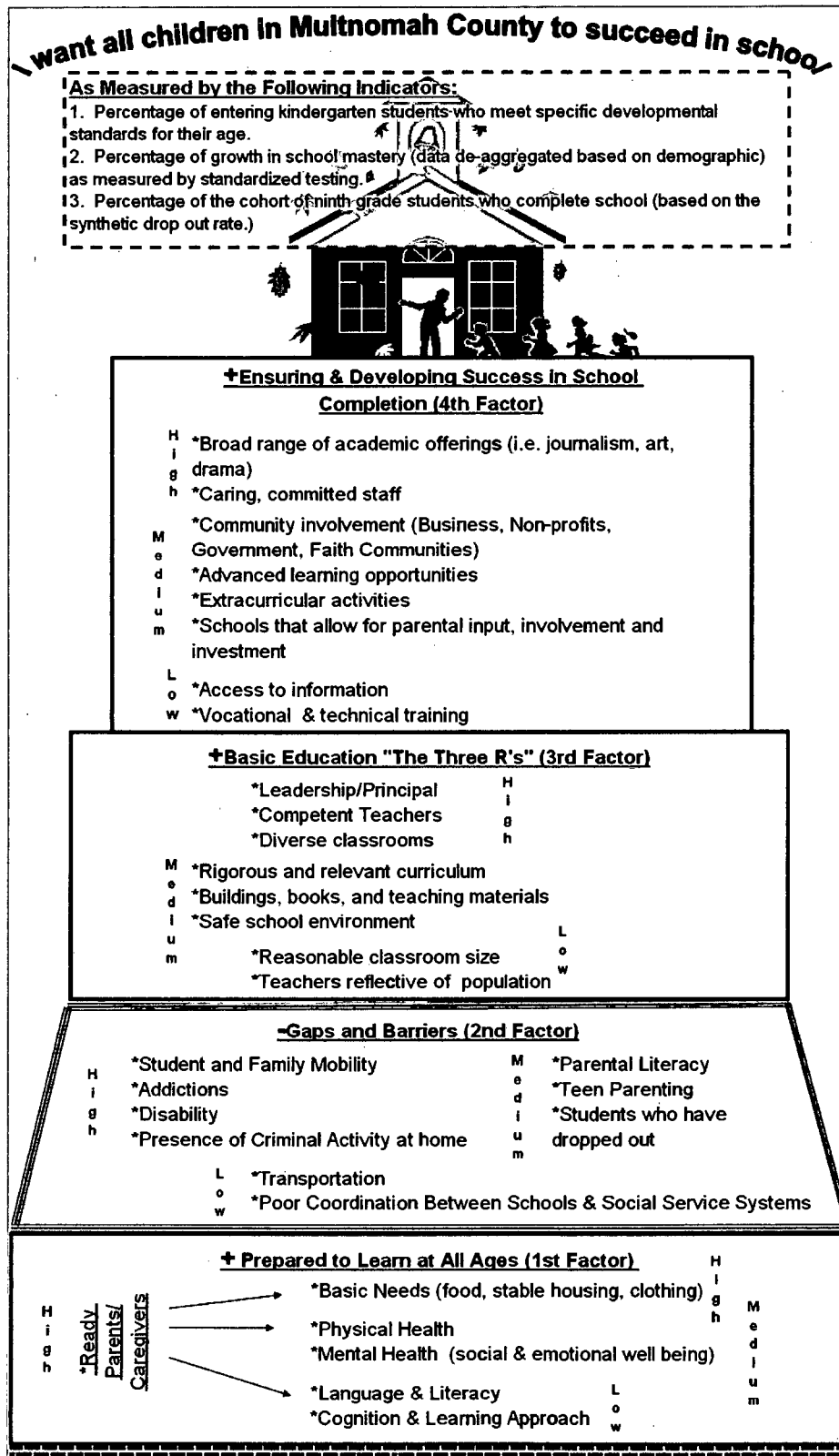
**3. Synthetic graduation rate**

The team believes this is the best measure for reporting school retention and student completion. The traditional 12<sup>th</sup> grade graduation rate only reports those kids who started and completed 12<sup>th</sup> grade. It does not capture the drop out rate occurring before a student enters 12<sup>th</sup> grade. Data for Oregon is showing that the highest number of students drop out between 9<sup>th</sup> and 10<sup>th</sup> grade. The synthetic graduation rate is a formula, which counts all of the kids who graduate from the 12<sup>th</sup> grade or who get their GED; however the number of kids who have dropped out before reaching the 12<sup>th</sup> grade reduces the completion rate.

When using these indicators it is important that a baseline be established and that the last two indicators are evaluated together. The information provided by these measures will be more compelling and provide a more accurate picture of what is occurring for individual students within a specific educational setting.



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



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

### Factor 1: Prepared to Learn at All Ages

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

While recognizing the importance of language and literacy, a child entering school who is unable to see the chalkboard, cannot hear the teacher, or who attends school sporadically must have his/her physical and basic social needs addressed before he/she can become proficient in understanding instructions and learning to read. Once a child is physically ready, it is imperative that the child learn to read at grade level by third grade. Research shows that it is increasingly more difficult for children to make up for lost learning after the third grade.

Factor 2: Gaps and Barriers are those factors that negatively influence all of the other factors, impeding a child’s ability to enter school ready to learn, the student’s ability to succeed throughout his/her academic career, and the parents or caregivers ability to support their child.

Preparing students to learn, obtaining a basic education, and ensuring and developing success are universal to all students. Making the most of these factors is critical and at times may be difficult for individual students. Barriers occur that may inhibit or prohibit a student’s ability to attend school and be engaged in their learning while in school. Family mobility, family or student addiction, criminal activity, health problems, language barriers, and a host of other issues can interrupt the student’s educational experience. As a result, families, schools, and communities must work together to support these students and address the barriers. If left unattended, quite often these students become either victims or perpetrators of crime. As a result, these students become less likely to succeed in school and risk being forgotten or labeled by the larger community.

Attendance is a significant issue in Multnomah County. This is seen as a symptom of an existing gap or barrier that must be addressed. Individual students cannot succeed in school if they are not attending and if they are not fully engaged in their learning while in school.

### Factor 3: Basic Education

The sub-factors within “Basic Education” are controlled by the school districts. Multnomah County may influence the sub-factors, but the final decision-making is the districts. Basic education provides for the three fundamentals in education: reading, writing, and arithmetic and are the identified cornerstones of all students’ educational experience. When reviewing the literature and in discussions with the experts, all believed that the principal and teacher are crucial to children succeeding. In addition, most experts believed that having teachers who are committed and caring coupled with the ability to teach subject matter to a wide range of students was more important than having a teacher who was reflective of the student population. The ability to create an individual learning experience based on the specific needs of each student is invaluable to both the success of individual students and in creating an environment that is responsive to student ability.

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

### Factor 4: Ensuring and Developing Success in School Completion

Providing a rigorous and relevant curriculum and access to caring and committed adults is an essential factor in basic education, which overlaps into ensuring and developing successful students. Many of the factors in this area—broad academic offerings, advanced learning opportunities, extracurricular activities—are often what make school rigorous and relevant. Caring and committed teachers, staff and community members teaching, providing or supporting these programs are essential to student success. The importance of providing opportunities for students to connect and establish relationships with adults is a critical element in the student’s life. In addition, youth report that having both an opportunity to contribute to the community and high expectations of them by adults is important to their success.

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

#### **IV. Selection Strategies – Focused choices to realize results**

In developing the six strategies that will have the greatest influence over students succeeding in school, the team formulated some overarching values. We will give priority to culturally and developmentally appropriate programs that:

- Offer services that are readily accessible and delivered in the most appropriate place (i.e., home, school, community center).
- Promote inter-departmental and cross-jurisdictional coordination, collaboration and communication.
- Enable children and their caregivers to access other governmental and community-based services.
- Maximize federal and other funds.

Program offers consider the values above and address one or more of the six strategies below. Based on the four primary factors influencing student success, the team has identified six strategies which focus the County's resources primarily on the first two factors in the Strategy Map. The County currently provides social and support services that address preparedness to learn and bridging the gaps and removing the barriers that may hinder individual student success, with some overlap into services that ensuring and developing success. The team believes this is the appropriate and recommend role for the County and we are not soliciting offers to address the third factor, "Basic Education." The Basic Education factor is the skeletal educational structure, provided primarily by the school districts. The County has nominal influence in this area, but should focus its services and resources on the other three factors.

So that *all children in Multnomah County succeed in school* we want program offers that:

- 1. Ensure the basic needs of children and parents are met, including the needs for physical and mental health, as they relate to school readiness or school success.**
- 2. Support caregivers and parents in preparing their children to learn.**
- 3. Provide early education services that prepare children for kindergarten.**
- 4. Promote reading at grade level by third grade.**
- 5. Promote student retention beyond the fifth grade.**
- 6. Bridge the gaps and breakdown the barriers to help all youth attend, engage in and succeed in school.**

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

**Strategy 1:** Ensure the basic needs, including the need for physical and mental health care, of children and parents are met, with a primary focus on school readiness or school success. **and**

**Strategy 2:** Support caregivers and parents in preparing their children to learn.

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

**Strategy 3:** Provide early education services that prepare children for kindergarten.

**Discussion:** The Early Childhood Framework, goal five describes at length what children need to succeed in their early education. Program offers should provide opportunities for children to "participate in developmentally appropriate early childhood programs;" provide services to prevent or address behavior or conditions that challenge early learning; and/or help smooth the transition between the home, early childhood education, and kindergarten.

Early childhood education services are not only essential to later academic success, but they also provide entry into families that may need assistance meeting their families basic needs, or who would benefit from parenting skill development.

**Strategy 4:** Promote reading at grade level by third grade.

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

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

Program offers in this area should focus on developing early reading skills, but proven or promising services that address some of the impediments to reading at early grade level are encouraged. For example, reading services in the schools, giving children more time and attention from adults in the classroom would affect multiple factors. Alternatively, services that target early reading skills and parental literacy would have a dual benefit.

**Strategy 5:** Promote student retention beyond the fifth grade.

**Discussion:** While all of the evidence and research is clear on the importance of early childhood development and learning readiness in academic success, in Multnomah County it is also evident that children may succeed in elementary school, with a marked decline in performance once they enter middle school. The research does not point to any one factor causing this decline for kids who were succeeding at grade level prior to middle school. However, the approach taken by the School Age Policy Framework and other educational research agree on the importance of supportive adult relationships between parent and child, and between the child and teacher, coach, staff, mentor, or other involved community member. It is essential throughout the child's academic life that they know that someone expects them to succeed and will support them in doing so. Expecting that all students want, need and have access to a rigorous curriculum is also important. Finally, the academic offerings, extracurricular activities or vocational training must be relevant to students' lives. We are looking for program offers that focus on student retention by addressing one or more of these three areas.

**Strategy 6:** Bridge the gaps and breakdown the barriers to help all youth attend, engage and succeed in school.

**Discussion:** Events may occur in an individual student's life that affects his/her ability to learn and remain in school. These social conditions, such as poverty, alcohol and drug abuse, or violence, must be addressed to ensure the success of all students. We are looking for program offers that either address multiple conditions, and/or are able to leverage other services, thereby recognizing the interplay of such conditions on the lives of students and their families.

## V. Program Ranking



Program Count 28							
Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
40026A	<u>Healthy Birth and Early Childhood Services (Part A)...</u>	HD	1	24	8	0	0
40047	<u>School-Based Health Centers</u>	HD	1	24	8	0	0
21015A	<u>School Svcs - Full Svc Schools - Community Schools (SUN) 43 Schools...</u>	OSCP	1	24	8	0	0
21016A	<u>School Svcs - Full Svc Schools - Touchstone</u>	OSCP	1	24	8	0	0
40026B	<u>Healthy Birth and Early Childhood Services (Part B)...</u>	HD	5	23	7	1	0
21015B	<u>School Svcs - Full Svc Schools - Community Schools (SUN) 4 Schools...</u>	OSCP	5	23	7	1	0
21020A	<u>School Svcs -Full Svc Schools- School Attendance Initiative (choose this or alternative prog 21025)...</u>	OSCP	7	22	7	0	1
21005	<u>Early Childhood Services</u>	OSCP	8	22	6	2	0
40020	<u>Immunization</u>	HD	9	21	5	3	0
25077A	<u>School Mental Health ITAX</u>	DCHS	10	20	4	4	0
80015	<u>Ready to Learn</u>	LIB	10	20	4	4	0
21018	<u>School Svcs - Social &amp; Support Services for Educational Success...</u>	OSCP	12	18	2	6	0
21022	<u>School Svcs - Alcohol, Tobacco and Other Drug Services...</u>	OSCP	12	18	2	6	0
21016B	<u>School Svcs - Full Svc Schools - Touchstone (b)</u>	OSCP	14	17	2	5	1

Education Team

80004	<u>Tools for School Success</u>	LIB	15	17	1	7	0
21025A	<u>School Svcs - Full Svc Schools - School Attendance Initiative(alternative) (chose this or 21020 )...</u>	OSCP	16	15	1	5	2
25102	<u>HERO Children's DV Program</u>	DCHS	17	15	0	7	1
21024	<u>School Svcs - Technical Assistance and Direct Services for Sexual Minority Youth...</u>	OSCP	18	14	0	6	2
21023	<u>School Svcs - Technical Assistance for Gender-Specific Services to Girls...</u>	OSCP	19	12	0	4	4
10054	<u>Child Care Quality</u>	NOND	20	11	0	3	5
21020B	<u>School Svcs - Full Svc Schools - School Attendance Initiative (b)...</u>	OSCP	20	11	0	3	5
21025B	<u>School Svcs -Full Svc Schools- School Attendance Initiative (alternative) (b)...</u>	OSCP	22	10	0	2	6
25081A	<u>DV Youth Prevention</u>	DCHS	23	9	0	1	7
40007	<u>Students Today Aren't Ready for Sex (STARS)</u>	HD	23	9	0	1	7
40014	<u>Lead Poisoning Prevention</u>	HD	23	9	0	1	7
10016	<u>Childhood Obesity Prevention</u>	NOND	26	8	0	0	8
10029	<u>County School Fund</u>	NOND	26	8	0	0	8
10030	<u>Multnomah County Schools</u>	NOND	26	8	0	0	8

= Programs that received a high/low vote disparity

## VI. Ranking Discussion

The Education Team received 28 program offers. All offers, with one exception, clearly impact and influence educational success. Some team members were uncertain about the Lead Poisoning Prevention program as an Education outcome program offer, but after discussion the team agreed to keep it in Education rather than send it to Basic Living Needs/Safety Net. All programs addressed one or more of the six strategies and one or more of the key factors identified by the team.



Prior to ranking the program offers the team reviewed all offers, made suggestions for improvement and then met with Department heads or representatives from each Department with offers to Education. The team also reviewed the factor map and affirmed our determination of the importance of each factor and sub-factor. The team then developed a matrix identifying how many factors each program offer addressed and whether the impact or relationship to the factors was high or low.

The matrix was used to aid in ranking. Without exception programs with a strong impact on multiple sub factors—basic needs, healthcare, ready parents, language, literacy, and cognition—within “Prepared to Learn at All Ages,” were ranked high by the team. The team generally ranked direct service provision program offers that served a large number of children and their families higher than offers that provided training, coordination, or access and referral. In several instances the training, coordination, and referral services were seen as essential but that such enhancements were only effective if we had a broad range of direct service programs already available.

The team only had one high-low vote disparity—the 7<sup>th</sup> ranked program offer for a School Attendance Initiative offer (21020A.) Most team members viewed this not only as a direct service program offer that provides tracking and monitoring of children who are experiencing high absenteeism, but also a program that provides an important caring, involved adult who could assist children in getting to and engaging in school. One team member disagreed, arguing that other direct service program offers provided better value and more directly addressed some of the underlying issues impacting attendance. The team member also argued that roughly half of the improvement in attendance was attributable to the immediacy of the initial referral, not the services provided (4<sup>th</sup> Annual Evaluation Report of SAI). Consequently, a more cost effective approach might be the rapid notification of attendance issues for all students, followed-up with more targeted case management/service for those students needing it.

In the mid-year process the Education team noted concern about the School Mental Health program offer. Everyone agreed that there is a critical need for mental health treatment services readily accessible to children in the schools. As in the mid-year process, the team ranked it lower than they would have if the program offered more direct service beyond a mental health assessment. It was the perception of the team that the program has been cut too deeply and spread too thin, resulting in less time for direct service and more information and referral services instead. Had the program offer included a scaled up option, with more resources going for direct service, it would have likely scored higher.

## **VII. Policy Issues**

The only policy issue discussed at length by the team was the issue of coordination across services in the Education outcome. In many instances coordination that used to exist has been lost due to repeated budget cuts and reduction of staff capacity. In

other cases coordination has always been a need, but with declining resources it becomes more difficult to forge new relationships. The team considered the outcome teams a resource that could do some short-term review of programs after funding decisions are made, to re-weave and connect the programs that remain in their outcome area.

**FY 2006 Priority Based Budgeting  
MULTNOMAH COUNTY OREGON  
SAFETY PRIORITY**

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

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

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

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

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

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

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

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

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

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

### III. Map of key factors – *Cause and effect map of factors that influence/produce the result*

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

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

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

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

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

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

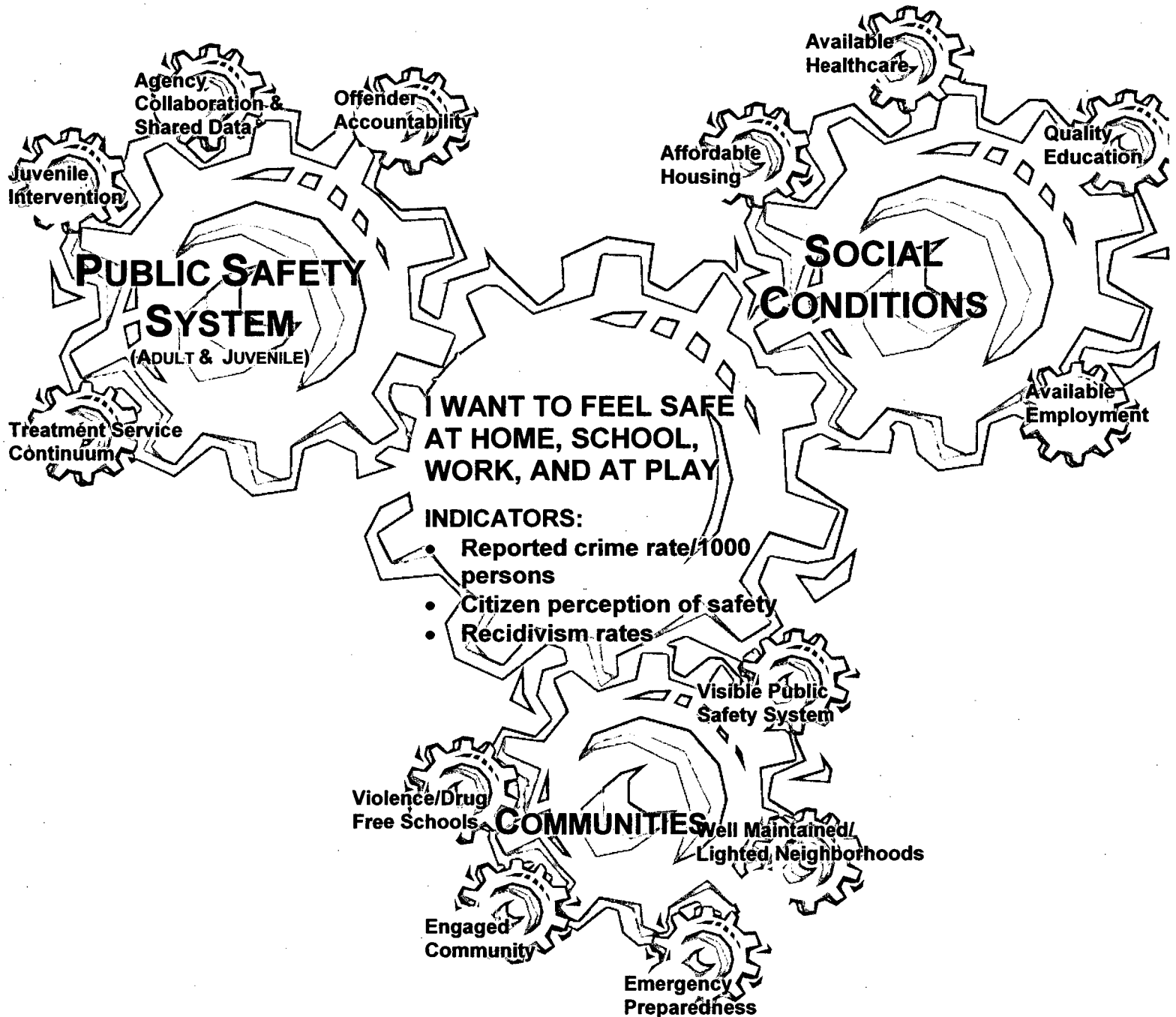
- **Offenders** are held **accountable**. They must be responsible for their actions and appropriate, timely consequences must be applied.
- Intra and inter-jurisdictional **agencies must collaborate** and work cooperatively across and between agencies in order to ensure that offenders are arrested, prosecuted, and receive appropriate sanctions and services.

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

**Social conditions** are an equally dominant factor in citizen's feeling safe at home, work, school and at play. Evidence shows that for those individuals with criminal attitudes and beliefs, declining social conditions such as **available employment, quality education, available health care, and affordable housing**, can increase crime and recidivism.

Evidence shows that **Communities** who are regularly **engaged with each other**, and with their government, help define problems and solutions, and create a greater sense of safety and government accountability amongst its citizens. For a citizen to feel safe in their community there is a need for a **visible public safety presence, well maintained and lighted neighborhoods, emergency preparedness** on the part of government as well as individual citizens, and schools free of **gangs, violence and drugs**.

# **"I WANT TO FEEL SAFE AT HOME, WORK, SCHOOL, AND AT PLAY"**



#### **IV. Selection Strategies – Focused choices to realize results**

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

- Citizens expect **fair and equitable** treatment for all citizens, victims, and offenders. This includes **culturally competent** staff, and culturally responsible services and sanctions.
- **Evidence** shows that programs have a high probability of contributing to the desired outcomes

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

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

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

The County should select Program Offers that: identify which population or stream of offenders it serves and where it fits in the current system of services and sanctions for that group, both in the public safety system and in the community; and demonstrate that they have the capacity and resources to appropriately address the offender based on the type of offense committed.

##### **2. Safety system components work effectively together**

Evidence demonstrates that agency collaboration improves the use of available resources and information, maximizes the range of services available, and eliminates redundant investments in similar programs.

The County should look for program offers that maximize effectiveness and accountability through inter- and intra- agency cooperation and collaboration.

Example: If an offender is receiving mental health treatment before they come into the public safety system, they need to continue to get treatment from the same source while in jail or probation and in the community afterwards. It would eliminate the need for the public safety system to invest in developing services that are already provided elsewhere in the county. We also believe that when individuals are made ineligible for programs when entering the public safety system, this creates a barrier to effective intervention in an offender's behavior.

**3. Engage communities in defining needs and level of involvement**

Evidence shows that communities sharing the responsibility and ownership of programs with government indicate they feel safer.

The county should prioritize program offers that seek community involvement in determining safety and crime priorities; and processes that engage communities in determining community and public safety system solutions, needs and roles in addressing those priorities.

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

Experts testified that juveniles differ from adults in core ways, and interventions and programs across all factors should address those differences. Early intervention (prior to any interaction with the public safety system, and after the individual enters the juvenile system) reduces juvenile recidivism, and decreases the number of juveniles who end up in the adult public safety system.

Based on this testimony we are looking for program offers that focus on juveniles and that have been effective in keeping juveniles out of the public safety system. We will also look for programs that involve families and caregivers in addressing the conditions that put these youth at risk.

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

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

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

**6. Install and maintain community resources that contribute to citizen safety**

Consider program offers that create and maintain healthy and safe environments, including sidewalks, road and bridge maintenance, adequate lighting, safe buildings and other structures, and transportation. Prepare for emergencies and ensure that the roles of government and citizens are well understood should a real emergency occur.



## V. Program Ranking

<b>Safety I want to feel safe at home, work, school, and at play.</b> Examples: Emergency Management, Sheriff, Parole & Probation, District Attorney, Domestic Violence Prevention, Jails, Juvenile Justice	<b>Programs</b>	
	<b>Count</b>	<b>Expenditures</b>
	136	\$0

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
15007	Felony Trial Unit C-Gangs	DA	1	30	10	0	0
15008	Felony Trial Unit D-Violent Person crimes	DA	1	30	10	0	0
50023	Adult Offender Field Services - Felony Supervision...	DCJ	1	30	10	0	0
50036A	Juvenile Detention Services -- 32 bed base	DCJ	1	30	10	0	0
50038	Juvenile Sex Offender Probation Supervision	DCJ	1	30	10	0	0
50049	Juvenile Sex Offender Residential Treatment	DCJ	1	30	10	0	0
60021A	MCSO Detention Center Option A	MCSO	1	30	10	0	0
15012	Juvenile Court Trial Unit	DA	8	29	9	1	0
50017	Adult High Risk Drug Unit	DCJ	8	29	9	1	0
50042	Juvenile Formal Probation Services	DCJ	8	29	9	1	0
50050A	RAD-Juvenile Secure Residential A&D Treatment	DCJ	8	29	9	1	0
60021B	MCSO Detention Center Option B	MCSO	8	29	9	1	0
60021D	MCSO Detention Center Option D	MCSO	8	29	9	1	0
60021C	MCSO Detention Center Option C	MCSO	14	28	9	0	1
15015	Child Abuse Team (MDT)	DA	15	28	8	2	0
50024	Adult Sex Offender Treatment & Management Program...	DCJ	15	28	8	2	0
50036B	Juvenile Detention -- 48 beds	DCJ	15	28	8	2	0
60015	MCSO Transport	MCSO	15	28	8	2	0

**SAFETY PRIORITY TEAM**

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
60016A	MCSO Booking & Release Option A (days)	MCSO	15	28	8	2	0
60016B	MCSO Booking & Release Option B (Swing)	MCSO	15	28	8	2	0
60022A	MCSO Inverness Jail Option A	MCSO	21	27	8	1	1
15006	Felony Trial Unit B-Drugs	DA	22	27	7	3	0
60021E	MCSO Detention Center Option E	MCSO	22	27	7	3	0
60022D	MCSO Inverness Jail Option D	MCSO	22	27	7	3	0
15013	Domestic Violence Unit	DA	25	26	7	2	1
60022B	MCSO Inverness Jail Option B	MCSO	25	26	7	2	1
60022C	MCSO Inverness Jail Option C	MCSO	25	26	7	2	1
15005	Felony Trial Unit A- Property	DA	28	26	6	4	0
50008A	Substance Abuse Services For Men-Residential 47 beds...	DCJ	28	26	6	4	0
50012A	Substance Abuse Services For Women - Residential 30 Beds...	DCJ	28	26	6	4	0
60022E	MCSO Inverness Jail Option E	MCSO	28	26	6	4	0
15010	Investigations (Felony)	DA	32	25	6	3	1
60021F	MCSO Detention Center Option F	MCSO	32	25	6	3	1
50006	Adult Offender Mental Health Services	DCJ	34	25	5	5	0
50069	Transitional Service Housing - Adult Offenders	DCJ	34	25	5	5	0
60011A	MCSO Corrections Records - Option A (Days)	MCSO	34	25	5	5	0
60032	MCSO Court Services - Courthouse	MCSO	34	25	5	5	0
60022G	MCSO Inverness Jail Option G	MCSO	38	24	6	2	2
50007	Adult Substance Abuse Services-Outpatient	DCJ	39	24	5	4	1
50008B	Substance Abuse Services For Men- Residential 24 beds ...	DCJ	39	24	5	4	1
50044	Gang Resource Intervention Team (GRIT)	DCJ	39	24	5	4	1
50068	Transition Services Unit - Adult Offender Services...	DCJ	42	24	4	6	0
60016C	MCSO Booking & Release - Option C (grave)	MCSO	43	23	5	3	2

**SAFETY PRIORITY TEAM**

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
60021G	MCSO Detention Center Option G	MCSO	43	23	5	3	2
60021H	MCSO Detention Center Option H	MCSO	43	23	5	3	2
15009	Felony Pre-Trial	DA	46	23	4	5	1
50025	Day Reporting Center - Adult Sanctions & Services...	DCJ	46	23	4	5	1
60008	MCSO Classification	MCSO	46	23	4	5	1
10056	Court Appearance Notification System	NOND	46	23	4	5	1
25072	Sexual Offense and Abuse Prevention Program	DCHS	50	23	3	7	0
50012B	Substance Abuse Services For Women - Residential 45 Beds...	DCJ	51	22	4	4	2
60021J	MCSO Detention Center Option J	MCSO	51	22	4	4	2
60022H	MCSO Inverness Jail Option H	MCSO	51	22	4	4	2
60036	MCSO Safe Communities - Eastside	MCSO	51	22	4	4	2
50020	Adult Domestic Violence Supervision/Deferred Sentencing...	DCJ	55	22	3	6	1
50051	Juvenile Multi-Systemic Treatment Therapy Team (MST) ...	DCJ	55	22	3	6	1
60012A	MCSO Enforcement Records - Option A	MCSO	55	22	3	6	1
50009	Adult Drug Diversion Program	DCJ	58	21	4	3	3
60021I	MCSO Detention Center Option I	MCSO	58	21	4	3	3
60022F	MCSO Inverness Jail Option F	MCSO	58	21	4	3	3
60014B	MCSO Facility Security Option B - Courts	MCSO	61	21	3	5	2
60024	MCSO Community Defined Crime & Investigative Response...	MCSO	61	21	3	5	2
50030	Family Services Unit	DCJ	63	20	3	4	3
60037	MCSO Safe Communities - Westside	MCSO	63	20	3	4	3
60040	MCSO River Patrol	MCSO	63	20	3	4	3
60014A	MCSO Facility Security Option A - Jails & Library...	MCSO	66	20	2	6	2
60033	MCSO Court Services - JC, WE,	MCSO	66	20	2	6	2

**SAFETY PRIORITY TEAM**

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
	Relief						
50019	Adult DUI Felony & Misdemeanor	DCJ	68	20	1	8	1
50022	Adult Offender Field Services - Misdemeanor Supervision...	DCJ	68	20	1	8	1
50060	Assessment and Treatment for Youth and Families (ATYF)...	DCJ	68	20	1	8	1
60018	MCSO Civil Process	MCSO	68	20	1	8	1
15017	Misdemeanor/Community Court	DA	72	19	3	3	4
50031A	River Rock Treatment Program For Adult Offenders - Residential...	DCJ	72	19	3	3	4
50065	Adult Pretrial Release Program Option	DCJ	72	19	3	3	4
10033	DSS-Justice	NOND	72	19	3	3	4
50008C	Substance Abuse Services For Men - Residential 14 Beds...	DCJ	76	19	2	5	3
25025A	A&D Outstationed Staff: Alcohol and Drug Assessment, Referral, and Consultation Services...	DCHS	77	19	1	7	2
25036	A&D Sobering ITAX	DCHS	77	19	1	7	2
50027	Adult Community Service - Formal Supervision	DCJ	77	19	1	7	2
50047	Early Intervention Unit (EIU)	DCJ	77	19	1	7	2
60011B	MCSO Corrections Records - Option B (Swing & Grave)...	MCSO	77	19	1	7	2
15021	Neighborhood DA	DA	82	18	3	2	5
50057	Youth Gang Outreach	DCJ	83	18	2	4	4
25024	DUI Evaluation	DCHS	84	18	1	6	3
25027	African American Youth A&D Treatment	DCHS	84	18	1	6	3
50041	Juvenile Informal Intervention	DCJ	84	18	1	6	3
40002	Emergency Medical Services	HD	84	18	1	6	3
60038	MCSO Safe Communities - Graveyard	MCSO	84	18	1	6	3
21004	Gang Prevention Services	OSCP	84	18	1	6	3
21010	Homeless Youth System	OSCP	84	18	1	6	3
40025	Public Health Emergency Preparedness	HD	91	17	2	3	5
60030	MCSO Traffic Safety	MCSO	91	17	2	3	5

**SAFETY PRIORITY TEAM**

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
60039	MCSO Close Street	MCSO	91	17	2	3	5
90007	Emergency Management	CS	94	17	1	5	4
60017	MCSO Inmate Programs	MCSO	94	17	1	5	4
60041	MCSO School Resource Officers	MCSO	94	17	1	5	4
50066	Adult Electronic Monitoring	DCJ	97	16	2	2	6
50071	Mandated Treatment Medium Risk Adult Offenders	DCJ	97	16	2	2	6
15001	Medical Examiner	DA	99	16	1	4	5
50055	Communities of Color Partnership (COCP)	DCJ	99	16	1	4	5
60020A	MCSO Minimum Security Custody Option A MWRC	MCSO	99	16	1	4	5
50058	Chronic and Serious Youth Offender Program	DCJ	102	15	1	3	6
60009	MCSO Auxiliary Services	MCSO	102	15	1	3	6
50026	Londer Learning Center- Adult Sanctions & Services...	DCJ	104	15	0	5	5
50028	Adult Community Service - Community Court & Bench Probation...	DCJ	104	15	0	5	5
50031B	River Rock Treatment Program For Adult Offenders- Community Care...	DCJ	104	15	0	5	5
60025	MCSO Corrections Work Crews	MCSO	104	15	0	5	5
50013	Pretrial Services - Adult Offenders	DCJ	108	14	1	2	7
50062	Juvenile - Latino Shelter Care	DCJ	108	14	1	2	7
50018	Adult Enhanced Bench Probation	DCJ	110	14	0	4	6
50045	Juvenile Accountability Programs	DCJ	110	14	0	4	6
50053	Reclaiming Futures	DCJ	110	14	0	4	6
50070	Forest Project	DCJ	113	13	1	1	8
60026A	MCSO Wapato Jail Option A	MCSO	113	13	1	1	8
60026B	MCSO Wapato Jail Option B	MCSO	113	13	1	1	8
50056	The Gun Elimination Program	DCJ	116	13	0	3	7
40064	Regional Health System Emergency Preparedness	HD	116	13	0	3	7
60012B	MCSO Enforcement Records - Option B	MCSO	116	13	0	3	7
10043	Local Public Safety Coordinating Council	NOND	116	13	0	3	7

## SAFETY PRIORITY TEAM

Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
25025B	A&D Outstationed Staff: Alcohol and Drug Assessment, Referral, and Consultation Services - Additional Capacity...	DCHS	120	12	0	2	8
60028	MCSO Regulatory Services - Alarms & Concealed Weapons...	MCSO	120	12	0	2	8
71013A	Human Resources - Safety Program	CBS	122	11	0	1	9
71063	Justice Bond Fund - DA Mainframe Migration (CRIMES)...	CBS	122	11	0	1	9
71066	ESWIS - Complete Mainframe Migration and System Development...	CBS	122	11	0	1	9
50050B	RAD Expansion	DCJ	122	11	0	1	9
60005B	MCSO Training Option B	MCSO	122	11	0	1	9
60019	MCSO Inmate Welfare & Commissary	MCSO	122	11	0	1	9
60020B	MCSO Minimum Security Custody Option B	MCSO	122	11	0	1	9
10031	Building Space for State-Required Functions	NOND	122	11	0	1	9
71013B	Office Support (for Safety Program)	CBS	130	10	0	0	10
71064	Justice Bond Fund - Remaining Capital Projects	CBS	130	10	0	0	10
25033	DUII Victims' Impact Panel	DCHS	130	10	0	0	10
60026C	MCSO Wapato Jail Option C	MCSO	130	10	0	0	10
60026D	MCSO Wapato Jail Option D	MCSO	130	10	0	0	10
60026E	MCSO Wapato Jail Option E	MCSO	130	10	0	0	10
60026F	MCSO Wapato Jail Option F	MCSO	130	10	0	0	10

## VI. Ranking Discussion

The Program Ranking list above is the output of two iterations of program ranking by the Safety Outcome Team. There were high degrees of consistency across the team and across both ranking exercises. The first round of ranking resulted in 96% of offers being statistically aligned, the second round 98.5%.

In addition to the specific selection strategies noted in Section IV, some general ranking assumptions were identified by team members in how they evaluated program offers. Note, that since not all team members voted the same on each offer, these are general assumptions and may not apply to all team members.

## **SAFETY PRIORITY TEAM**

- Contribution was evaluated relative to stated outcomes, not mandates or funding sources when ranking. There were only 4 offers with Level 1 Mandates. These were due to Bond Fund or ITAX funding. 80% of the Safety offers were Level 2 Mandates however; there is not enough information to evaluate whether the specific *program* is mandated, or the specific *outcome* is mandated and whether the costs and/or service levels are consistent with the mandates. As an example, several new program offers were classified as Level 2 mandates and the team questioned whether the new programs should have been a Level 4 program offer. Therefore, we did not try to interpret the Level 2 Mandates.
- Offers were ranked high where:
  - County has legal risk (i.e. sex offender supervision)
  - Felony and high-risk offenders
- Some team members ranked programs targeted at specific populations medium or low if similar programs were available to general populations
- Aligned to “streams of offenders”
  - High risk = high priority, Medium risk = medium priority, Low risk= low priority
- Programs to deal with “actual” offenders ranked higher than those dealing with “potential” offenders
- Existing programs ranked higher than new programs due to stronger evidence of contribution
- Long-term “offense avoidance” was valued in the ranking process by recognizing the value of juvenile treatment and prevention programs and adult treatment programs.

## **VII. Policy Issues**

There are several policy areas that would strengthen Multnomah County’s decision making process relative to the priority of citizen’s feeling safe at home, work, play and school. These policy areas include:

- What is the explicit definition of the “public safety system”? How will the county know when it’s in “balance”?
- What is the explicit definition of “streams of offenders” and how does that concept guide our public safety priorities?
- Multnomah County’s funding of the state’s court facilities. This is mandated by Oregon Revised Statutes and the County should continue to work to transfer the funding over to the State. Are there other state functions that should be returned to the state?
- What are Multnomah County’s core services? What business is the County in? What are the relative priorities of the six citizen priorities?
- The Wapato jail operational funding needs to be addressed by the County
- Need to enable an offender’s community-based treatment services to continue within jail, improving their continuity of care and reducing redundant assessment and services. There are currently internal organizational barriers as well as external barriers such as

## **SAFETY PRIORITY TEAM**

funding eligibility for OHP and better utilization of potential access points (i.e. enforcement officers referring offenders to treatment at the time of a citation instead of jail).

- DUII fees should cover costs of service or the County should consider transferring service back to the state
- There are several areas of potential cross department cooperation to reduce redundant services:
  - Pre-trial/post-jail supervision (DCJ/MCSO)
  - Gang intervention (DCJ/DSCP/DCHS)
  - Addiction Treatment and Services (DCJ/DCHS/MCSO)
- Clarify role overlaps and gaps with the City of Portland and other local jurisdictions related to County Emergency Management and Preparedness
- Clarify role overlaps and gaps with other local jurisdictions related to public safety, particularly in the areas of gang intervention and alcohol/drug intervention.



**FY 2006 Priority Based Budgeting  
MULTNOMAH COUNTY OREGON**

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

I want Multnomah County to have a thriving economy.

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

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

During our discussions, and after consultation with the County Auditor, we modified the original indicator # 2. That indicator was previously stated as:

*Average Annual Wage of Working Multnomah County Residents*

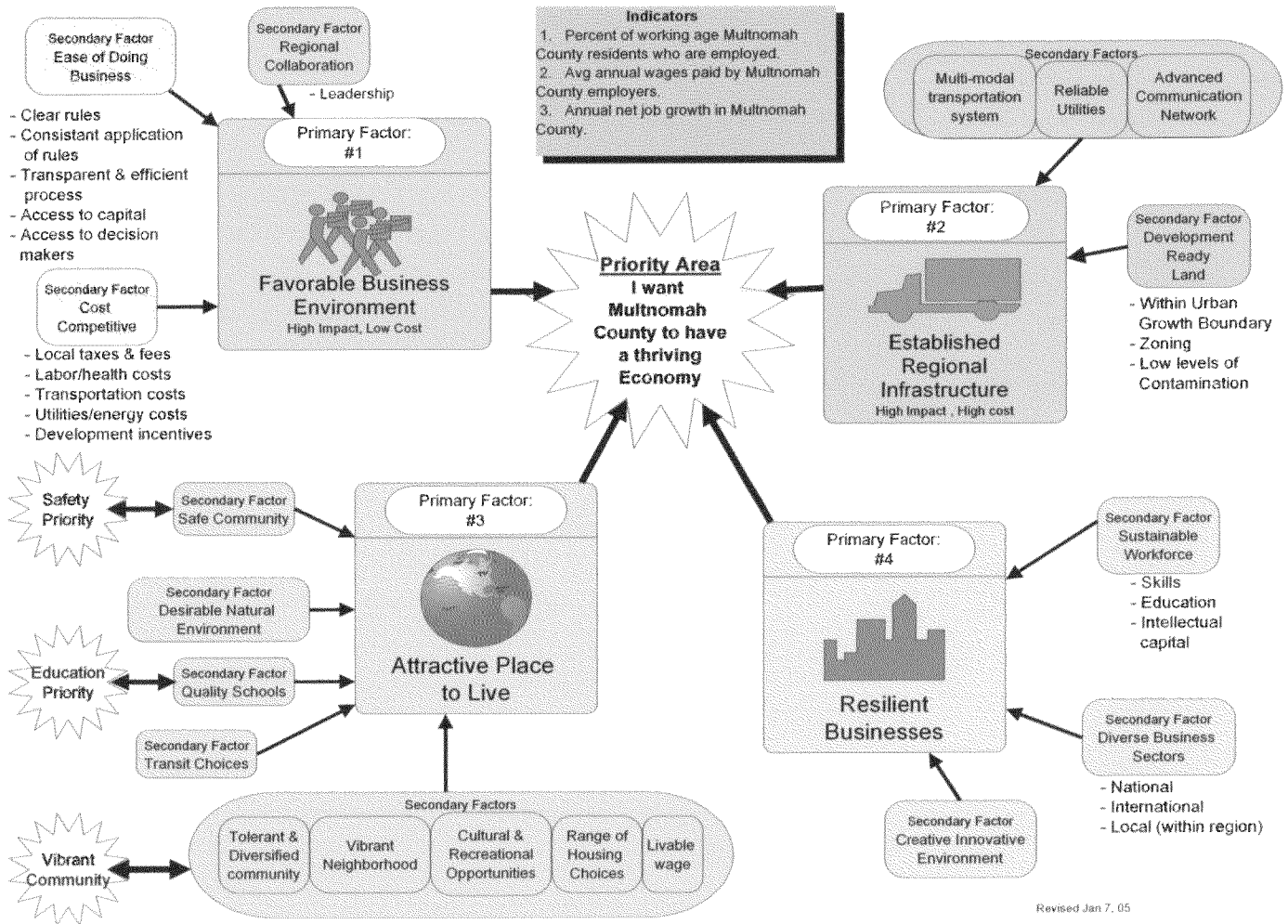
We came to the conclusion that there is no accurate and consistent way to identify the wages of county residents. The data are simply not reported at that level. All the measures that specifically relate to county residents are based on either income or earnings. Those two terms are problematic because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

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

- 1. % of Working Age Multnomah County Residents Who Are Employed**
- 2. Average Annual Wages Paid by Multnomah County Employers**
- 3. Annual Net Job Growth in Multnomah County**

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

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



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

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

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

We also had discussions regarding the relevance of the "Price of Government" (POG) concept to this priority. It may seem unlikely, at first, that a thriving economy could influence the POG equation. We came to believe that there is a connection even though it may not be a direct one. Here is how the equation is stated:

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

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

### **1. Favorable Business Environment**

The ease of doing business, and the time it takes to get through bureaucratic "red tape", were cited consistently as aspects of creating a favorable business environment. There are many recent examples where businesses chose to expand or locate outside of Multnomah County because it takes too long to get a project from the drawing board to completion. In the literature we reviewed, the concept that the development process should be efficient and transparent is stated in terms of improving customer service.

As stated by Bob Whelan, an economist with ECONorthwest, the notion that government can play a role in establishing a favorable business environment can be summarized in the following three points:

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

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

## **2. Established Regional Infrastructure**

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

First, there needs to be an adequate supply of development-ready land within the region. A number of studies have highlighted the fact that there is a scarcity of land available for industrial development inside the Urban Growth Boundary (UGB). This is seen as a weakness in the region's attempts to attract new, or expand existing, businesses.

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

We also learned about the contribution that communication networks make to the economy and the importance of being "wired." A report titled *"The Internet Backbone and the American Metropolis"* stresses how important the Internet is to the economics of regional areas. According to the authors, "(t)he structure of the Internet backbone illustrates a strong relationship between the concentration of information industries and physical and virtual telecommunications infrastructure."

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

## **3. Attractive Place to Live**

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

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

The reputation we have for social tolerance, cultural richness, and an increasingly diverse community has also been cited as factors in the Portland metropolitan region's livability. Portland's openness to different ideas and lifestyles is a key component in attracting what regional economist Joe Cortright calls the "young and the restless" - a group of people aged 25-34 who have high educational attainment and who bring creative talent to the workforce.

#### **4. Resilient Businesses**

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

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

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

#### **IV. Selection Strategies – *Focused choices to realize results***

The strategies we have developed focus primarily on causal factors # 1 and # 2. The other factors are certainly important, but we believe the following strategies can be low cost/high impact ways in which Multnomah County could have the greatest impact on this priority.

**1. Collaborate with private and public partners to create and implement a shared vision of a thriving and sustainable economy.**

*We are looking for program offers that* visibly demonstrate county leadership's commitment to regional partnerships, having a "seat at the table" in discussions related to efforts such as the *Oregon Business Plan*, and active participation in marketing Multnomah County and the Portland PMSA to traded sector businesses. Our review of the evidence suggests that the county's role is not to do the work but, rather, to serve as a catalyst in fostering regional relationships.

**2. Work locally and regionally to produce a more favorable business environment.**

*We are looking for program offers that* propose to streamline business processes and reduce the time it takes to review and permit development projects. This might be described as a "one stop" or "smart permit fee" system. It is important that rules and regulations developed by individual jurisdictions be consistent across the region. An example of an offer cited in our evidence might involve the establishment of an ombudsman program to facilitate conversations between the county and local businesses.

**3. Identify and breakdown barriers to cost competitiveness that impede the regions' ability to attract, sustain, and expand business.**

*We are looking for program offers that* address issues surrounding tax reform, incentives to attract businesses to the region, and propose ways to mitigate costs that make Portland and Multnomah County less competitive to new and existing business sectors.

**4. Maintain and enhance the region's infrastructure system.**

*We are looking for program offers that* maintain existing transportation systems, leverage local/state funds for needed road and bridge repairs, and identify potential new funding sources. Other program offers might show connections to elements of the infrastructure that are not specifically county functions such as utilities and communication networks. Coordination with other jurisdictions, especially the Port of Portland, can be an important element of this strategy.

**5. Align the County with regional efforts to maintain an adequate supply of industrial land in the region through the creation, preservation, and redevelopment of industrial sites.**

*We are looking for program offers that align the County with regional efforts to promote the development of industrial land and encourage the redevelopment of existing sites. Program offers would target areas where the County can play a role in fostering discussions/negotiations with partner agencies, the private sector, and other regional jurisdictions.*

**6. Leverage the County's role in regional workforce development and training.**

*We are looking for program offers that strengthen workforce development and training programs. A quality workforce was identified as being critical to business expansion and retention efforts. For example, we might expect to see the development of programs that prepare high school and college age students for entry into the workforce. This could also involve collaboration with state and local agencies to pool resources toward developing programs that would offer training in targeted business areas.*

## V. Program Ranking – Composite list of offers ranked in this priority area

Thriving Economy I want Multnomah County to have a thriving economy. Examples: Roads & Bridges, Strategic Investment Program, Capital Improvement Program		Budget	Programs				
			Count	Expenditures			
		\$0	19	\$0			
Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
90016	Road Maintenance	CS	1	23	7	1	0
90017	Bridge Maintenance & Operations	CS	1	23	7	1	0
90018	Bridge Engineering	CS	1	23	7	1	0
90032	Reduced Portland Pmt Alternative to 9025A	CS	1	23	7	1	0
90021	Transportation Planning	CS	5	22	6	2	0
10023	SIP/CSF Strategic Partnerships	NOND	5	22	6	2	0
90012	Road Engineering & Operations	CS	7	20	4	4	0
90019	Transportation Capital	CS	7	20	4	4	0
10020	SIP Administration	NOND	9	19	4	3	1
10024	State Regional Investment program	NOND	10	17	2	5	1
10035	Convention Center Fund	NOND	11	16	1	6	1
10021	SIP Direct Service Program	NOND	12	14	0	6	2
10049	SIP/CSF City of Gresham	NOND	12	14	0	6	2
90029	Road Fund Transfer to Willamette River Bridge Fund...	CS	14	12	0	4	4
90030	Road Fund Transfer to Bike & Pedestrian Fund	CS	15	10	1	0	7
90025A	County Road Fund Payment to City of Portland - 2nd Option at 90032...	CS	16	10	0	2	6
90026	County Road Fund Payment to City of Gresham	CS	17	8	0	0	8
90027	County Road Fund Payment to City of Fairview	CS	17	8	0	0	8
90028	County Road Fund Payment to City of Troutdale	CS	17	8	0	0	8

## VI. Program Ranking Discussion

The composite ranking of the program offers reflects a uniformly held belief in what was important to achieving results in this priority area. The county has a significant investment in roads and bridges. Program offers that addressed our responsibility to plan, repair, and maintain roads and bridges consistently received high rankings. Offers that positively impacted the county's ability to acquire necessary resources with our regional partners for transportation infrastructure were also ranked high. These are areas that have the most direct impact and link to the strategies identified by the Outcome Team. The SIP Strategic Partnership program offer (# 10023), a new program, ranked high because of its relatively low cost and potentially high benefit.



In addition, the rankings reflect the team's acknowledgement that most, if not all, of the other priority areas play a role in fostering a Thriving Economy. Programs that ranked high, for example, also contribute to Vibrant Communities (roads, bridges, transportation planning) and Basic Living Needs (SIP programs).

The Outcome Team assigned a low rank to all the program offers that transfer Road Fund dollars to other jurisdictions. The team felt that these transfers do not include any performance measures and the County has no input into how the transferred funds are spent. The team believes strongly that if we were able to retain those dollars they could more effectively be used to leverage state and federal funding. The ability to leverage those funding sources is critical for the County to address the deferred capital needs associated with the transportation infrastructure.

**VII. Policy Issues – issues identified by the team that present barriers to the County's ability to contribute more results**

**1. SIP Fund Use. We believe the Board of County Commissioners should create a clear and consistent policy regarding the use of Community Service Fee (CSF) revenue generated by Strategic Investment Program (SIP) agreements with LSI Logic and Microchip.**

- This policy issue relates to program offers 10020, 10021, and 10023.
- A portion of the CSF is available for discretionary use. It has been used to backfill General Fund revenue shortfalls in recent years.
- The County Auditor has recommended the development of policy to guide the use of SIP revenue. (November, 2003)
- Should revenue generated by the SIP agreements be targeted toward economic development efforts? These efforts could focus on East County and regional partnerships that leverage economic development opportunities.
- Should the County pursue grants funds to continue the SIP Direct Service Program after the current funding stream ends following the next fiscal year? Continuation of this program fits well in the context of the Board's Poverty Elimination Framework.

**2. Expecting Results on Pass-Through Funds. Multnomah County manages two programs that pass dedicated revenue through to other agencies/jurisdictions. The team feels that both of these programs could be monitored more closely to identify and highlight the results they are intended to produce.**

- This policy issue relates to program offers 10024 and 10035.
- The State Regional Investment Program (10024) serves to pass through dedicated, state lottery revenues to the Regional Investment Board. The Board is made up of representatives from Multnomah and Washington counties. The team identified a need to have quantitative data incorporated into the Regional Investment Plan to document the performance of businesses that are awarded grant funds.

- Multnomah County transfers approximately \$15 million in Transient Lodging Tax and Motor Vehicle Rental Tax revenue to METRO for operating expenses and debt service associated with the Oregon Convention Center (OCC). Should the County incorporate an annual performance review of the OCC into the agreements that govern the transfer of this revenue? The team believes that METRO should report expected performance achievements and/or provide documentation of the economic impact related to convention and tourism activities.

**3. Re-Opening Agreement on Road Fund Payments. Should the agreements that govern the transfer of Road Fund payments to cities within Multnomah County be reexamined? Current policy provides a disproportionate share of Road Fund revenues to the City of Portland at the expense of the County's own road and bridge maintenance and capital needs.**

- This policy issue relates to program offers 90025A and 90032.
- The team believes the Board of County Commissioners should consider the potential impact of reducing the Road Fund payment to the City of Portland. Transportation staff presented the opportunity to amend the current intergovernmental agreement (IGA) to provide a source of funding for the County's road and bridge infrastructure.
- A 1989 IGA amendment calls for Multnomah County and the City of Portland to work together to develop a plan for financing replacement of the Sellwood Bridge. Since this amendment neither jurisdiction has addressed joint financing plans.
- The original 1984 revenue sharing agreement was created as result of the County's adoption of Resolution "A". We believe it is time to revisit the terms of that agreement given the significant unfunded liability associated with the Multnomah County roads and bridges.
- The alternative program offer (90032) cannot be implemented unless both parties to the IGA consent to a revision of the current revenue sharing agreement.

## **Acknowledgements**

### **Experts:**

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

### **Evidence:**

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

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

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

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

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

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

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

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

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

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



**FY 2006 Priority Based Budgeting  
MULTNOMAH COUNTY OREGON**

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

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

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

**Environmental Index –available December 2005.**

Source: The Sustainable Development Commission, a citizen advisory board to Multnomah County and the City of Portland, is planning to work with Portland State University to develop and present a "Sustainable Community Report Card" to elected officials and the community. It will be a visible communication tool to inform residents, businesses, and local government about how we are doing as a community related to a specific set of sustainability indicators. Initial conversations with PSU have indicated strong enthusiasm and interest from a variety of departments. The timeframe for this work would be PSU's fall semester with a deliverable by the end of December. The City of Portland (our partner in this work) has indicated support for aligning this work product to the needs of the Vibrant Community Team in developing a "Healthy Environment Composite Indicator."

**Personal Involvement Perception Index – existing**

Source: The "Personal Involvement Perception Index" is the percentage of neighborhoods that report an increase in their average level of personal involvement in the neighborhood. It is reached by averaging responses to three questions on the current Multnomah County Citizen Survey: the percentage of people who believe that their neighbors know them, the percentage of people who stop and talk with people in their neighborhoods, and the percentage of people who say that they recognize most people on their block.

**Opportunities for Improving/Enjoying Life – available Summer 2005**

Source: "Opportunities for Improving/Enjoying Life" is being developed this spring by the Auditor's Office, and will be an average of responses to three new questions regarding learning, recreation and cultural opportunities available to Multnomah County residents.

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

Merriam-Webster's Online dictionary defines vibrant as “pulsating with life, vigor or activity”. Doesn't every resident of Multnomah County desire the opportunity to live in such a community? We think so.

The Vibrant Community Team refined and clarified the map with focus on causal factors. As a part of this process we reviewed much of the work and evidence provided by the previous team and performed additional research and interviews further focusing on what makes a clean, healthy neighborhood vibrant. For clarification purposes, we modified the format of the map significantly; however many of the ideas presented in the original map were retained.

The new map reflects our team's recognition that many of the factors identified by the other five Priority Teams contribute to the relatively broad outcome of *“I want to have clean, healthy neighborhoods with a vibrant sense of community.”* We chose to represent this relationship on our map, but not to duplicate any effort around identifying factors, sub-factors, strategies, or indicators. This map reflects the three major factors that could be considered relatively unique contributors to this outcome. We found that the idea of measuring neighborhood vibrancy is fairly new. Most of the evidence did provide consistent insight into the factors that make vibrant communities, but there was minimal guidance as to the relative importance of each individual factor. The model of factor dominance portrayed on the map is described below. We recognize that this dominance selection is at least in part influenced by the values that are manifested in Multnomah County in ways such as environmental awareness, land use decisions, and public support for education and libraries. Those values are the reason that many people choose to live here.

**Healthy Environment is the dominant factor for clean, healthy and vibrant communities.**

The prioritization between Healthy Environment and the second-most dominant factor, Valued and Engaged Citizens, was challenging. Ultimately we determined that the health of the environment is fundamental to the outcome. We are familiar with living in an environment that, with some notable exceptions, is clean and healthy. Careful planning has led to accessible transportation choices; clean air, water and soil; beautiful parks and greenspace (including the largest urban forest in the country) and bike paths. It is no accident that Peregrine falcons have returned to the urban landscape. The alternative of heavy pollution, build up of waste, inaccessible transportation and limited opportunities for outdoor recreation would all detract from a “vibrant sense of community” in Multnomah County.

Additionally, the personal choices that contribute to the health of the environment, balanced land use practices and conservation of natural resources are critical contributions to the outcome.

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

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

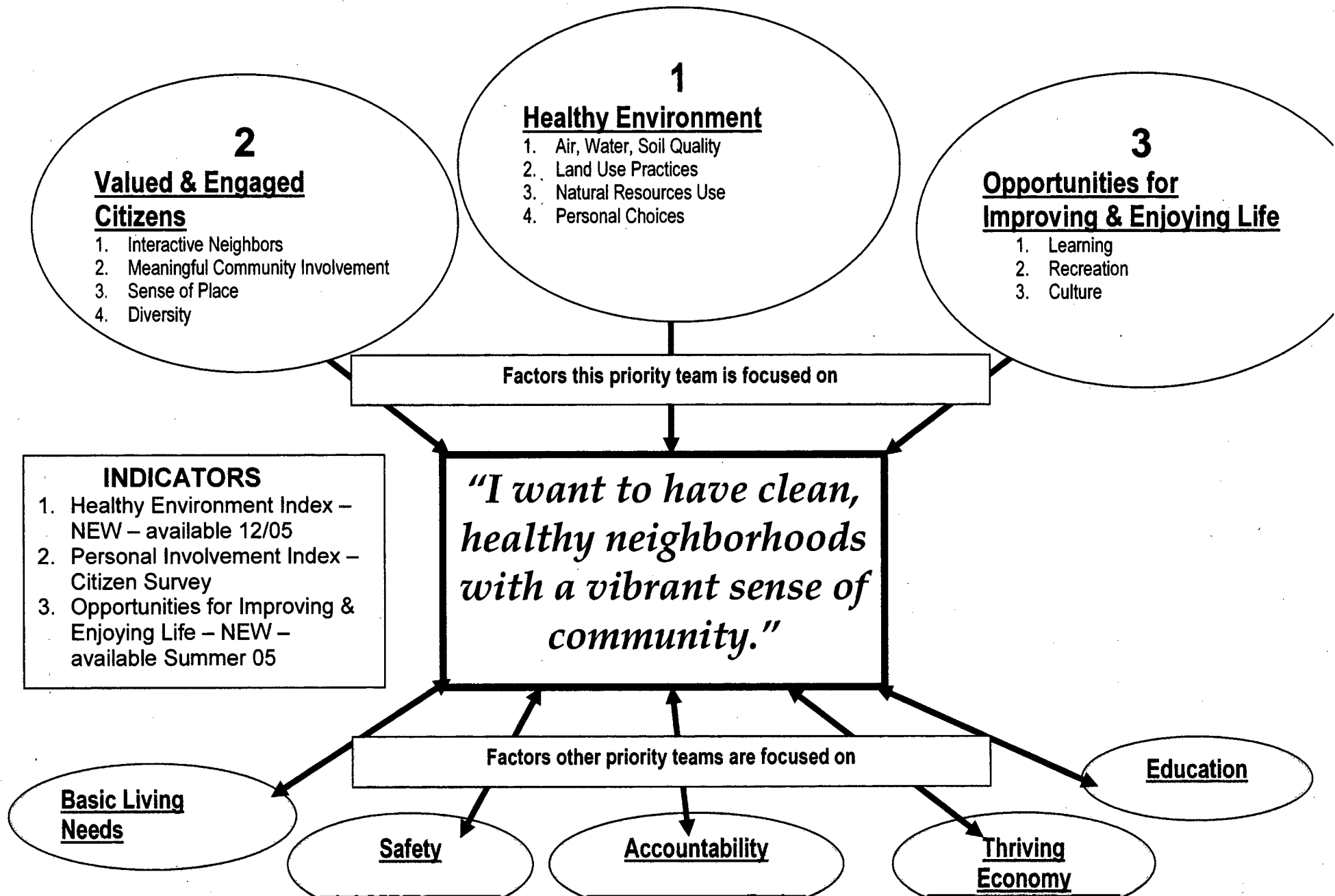
There is further evidence that suggests that providing community places (such as libraries, community centers, and green spaces) where neighbors can interact and actively pursue their common interests also increases their sense of community. By meeting residents' need for human connection, synergies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

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

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

# Clean, Healthy & Vibrant Communities - Revised 1/13/05

Hope - Dignity - Self Determination - Ability to Thrive



**IV. 3-6 Selection Strategies – *Focused choices to realize results***

**Guidance for Rating Program Offers**

Judging the value of individual program offers toward improving neighborhood cleanliness and health, and a vibrant sense of community, is a complex task. In ranking program offers, the team will consider how well each offer:

- Contributes to the priority itself, as defined in the strategy map and the overall direction of this document
- Aligns with the ranked principles found immediately below this guidance
- Positively influences the ranked factors and their contributing sub factors as shown on the strategy map and described in this document
- Addresses strategies described in the last portion of this document – *note that these strategies are not ranked*
- Integrates the factors, proposed strategies, principles, and the strategy map – program offers with greater intersection of each of these aspects will rank higher than those with little connection among them

*We will give precedence to program offers that effectively demonstrate how they align with at least one or more of four principles below. These principles are shown in ranked order of importance to the Outcome Team.*

**1. Foster meaningful, diverse community involvement.**

The Early Childhood, Poverty and School Aged Frameworks all refer to effective stakeholder involvement. Fostering meaningful, diverse community involvement is important to ensure that all Multnomah County citizens have a fair opportunity to participate and be heard in County decision-making and program design processes. Meaningful community involvement creates citizen buy-in even for decisions and programs they wouldn't normally support. This principle can be demonstrated by techniques that would attract the interest and involvement of people who might not otherwise be expected to participate (i.e. those who are not often heard from when decisions are being formulated). To support community engagement we would like program offers that highlight processes, activities or places that encourage citizens to meet, join, interact, access information and weave and strengthen our social fabric.

**2. Maximize coordination and partnering with other public and private entities or individuals.**

The concept of coordinating and partnering activities is about finding both public and private entities and/or individuals that have similar interests and concerns and then creating ways to work together. Strong program offers will specifically highlight how they are coordinating and partnering to better achieve outcomes.

**3. Maximize the number of individuals served or percentage of the community impacted**



## Vibrant Communities Team Final Report, March 2005

Services that reach a large number of individuals in the community will be valued higher than those with a limited clientele. The net impact upon clients served will also be weighed in the evaluation of programs. Limited County resources make the efficiency and effectiveness of services a major concern to the team. On the other hand, maximizing the coverage of a service to the community should not be done at the cost of limiting access to individuals that most need these services.

### **4. Encourage personal responsibility that contributes to the good of the community.**

The collective influence of responsible individuals exceeds anything the public sector alone can do for the community's good. Encouraging personal responsibility is critical to all three of our factors. Strong proposals will demonstrate how they promote individual responsibility.

#### **Strategies**

**We are seeking proposals that:** *(Note: Some references below refer to specific programs. The Team does not necessarily endorse these programs. They are referenced for the concepts that they represent. Strategies are not ranked.)*

- **Facilitate community design for active living.**

Activity-friendly communities are places where people of all ages and abilities can enjoy walking, biking and other forms of physical activity each day. Community design impacts our ability to choose where we go and how we get there. Research suggests that creating activity-friendly communities could generate more walking and biking trips per person and increase individual levels of activity by as much as 40%. Many characteristics of a community are shown to influence decisions to walk, bike, and be physically active. These include integration of homes with jobs, schools, and services; whether buildings are located together or spread far apart; the number of alternative transportation routes to a destination; and access to trails and outdoor recreation spaces. These land use and transportation characteristics contribute to more livable neighborhoods and a healthy environment.

References: <http://www.activelivingbydesign.org/>  
<http://www.clfuture.org/pubs.html>  
<http://www.sciencedirect.com/science/journal/07493797>  
<http://www.nrdc.org/publications/reports.asp>

- **Protect the environment, especially those that promote sustainable practices.**

Considerable evidence suggests that Multnomah County residents' right to a safe and healthy environment is being compromised. For example, fourteen air toxins in Multnomah County exceed health-based benchmarks, with six pollutants more than ten times national health standards. In order to reverse these trends, and get ahead of the curve of mandated environmental activities, Multnomah County needs to take action to protect the environment now. Best management practices for sustainability can reduce the use of resources and energy to prevent the pollution of air, water, and land; to reduce wastes at the source; and to minimize risks to human populations and the environment. A sustainability

## Vibrant Communities Team Final Report, March 2005

framework recognizes the relationships among the economy, ecology, and community and requires that all agencies consider these inter-connected issues in their programs and policies. A sustainability framework can provide a means for dealing with the pressures in allocating scarce natural resources among competing needs. Sustainability can also break the cycle of crisis-driven issue management to a systematic approach that integrates environmental concerns with economic and social issues. This type of systematic, collaborative approach may result in better environmental and social outcomes at lower costs.

Sustainable practices can be applied to a range of activities from how we build and maintain our buildings, to the food we purchase, to what we throw away or create as waste. Evidence suggests government agencies can play a powerful role by serving as a model, directing internal government practices toward more sustainable alternatives. Public policy, including incentives and regulations, can also affect private decision-making. And finally government can also offer technical assistance and informational programs that can be used to educate the private sector and the general public.

*Building a Sustainable Future for Portland*

[http://www.pdxcityclub.org/pdf/Sustainability\\_2001.pdf](http://www.pdxcityclub.org/pdf/Sustainability_2001.pdf)

*The Oregon Natural Step Network* <http://www.ortns.org/aboutus.asp>

*The Rocky Mountain Institute* <http://www.rmi.org/sitepages/pid14.php>

United Nations Division for Sustainable Development

[http://www.un.org/esa/sustdev/sdissues/decision\\_making/decision\\_making.htm](http://www.un.org/esa/sustdev/sdissues/decision_making/decision_making.htm)

*The Environmental Health of Multnomah County 2003: Multnomah County Health Department*

- **Build local community identity, especially those that help neighbors, join, interact and build community ties.**

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

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

Vibrant communities can benefit from processes that bring people together to explore issues, build solutions and take action. Research has shown that positive day-to-day interaction among neighbors develops understanding between them and leads to a higher sense of

## Vibrant Communities TeamFinal Report, March 2005

community than when people do not have regular contact with their neighbors. Organizations such as the World Bank and Fannie Mae have recognized the crucial role of community identity and "social capital" as critical in solving deep seated problems such as poverty and housing.

References: [http://www.calgary.ca/docgallery/bu/community\\_strategies/SOC\\_biblio.pdf](http://www.calgary.ca/docgallery/bu/community_strategies/SOC_biblio.pdf)  
<http://www.socialplanningtoronto.org/pdfs/5yr%20Retro.pdf>  
<http://www.bettertogether.org/aboutthereport.htm>  
<http://www.library.unisa.edu.au/about/papers/best-investment.pdf>  
[http://www.infed.org/biblio/social\\_capital.htm](http://www.infed.org/biblio/social_capital.htm)  
<http://www.edemocracy.gov.uk/library/papers/socialcapital.pdf>  
<http://www.ubiq.com/hypertext/weiser/SituationalAspectsofElectronicLibraries.html>

A Place at the Table: Participating in Community Building, Kathleen de la Pena McCook. American Library Association: Chicago, 2000.

Building Communities from the Inside Out: A Path Toward Finding and Mobilizing Community's Assets, John P. Kretzmann and John L. McKnight. ACTA Publications: Chicago, 1993.

A Place for Us: How to Make Society Civil and Democracy Strong, Benjamin R. Barger. Hill and Wang: New York, 1998.

"Strengthening Community," How Libraries and Librarians Help: A Guide to Identifying User-Centered Outcomes, Juan C. Durrance and Karen E. Fisher, American Library Association: Chicago, 2005.

- **Promote lifelong learning, especially those that provide opportunities for learning outside formal education and focus on literacy.**

Learning throughout life, from the cradle to the grave, is critical in helping people of all ages, backgrounds, and abilities to succeed. 43% of all adults who read at the lowest level of literacy are living in poverty, compared with only 4% of adults who read at the highest level. In Multnomah County, fully 15% of adults are reading at the lowest level. The Poverty Elimination Framework advocates for a skilled workforce, for which literacy is the key. Research shows that when older adults have strong literacy skills, they are more likely to be self-sufficient in meeting their basic needs. Literacy programs outside the realm of formal education offer an avenue for learning otherwise closed to many county residents.

Reference: <http://www.nifl.gov/nifl/facts/family.thml>  
<http://www.oregonliteracy.org/aboutliteracy/stats.shtml>

- **Provide a variety of cultural and recreational opportunities, especially those that provide a range of before and after school opportunities.**

Research shows that children who regularly attend high-quality out-of-school programs are more likely to be engaged in school and less likely to participate in delinquent or high risk activities such as experimentation with alcohol, drugs and sex. The Seattle Police Chief has said, "It's a lot cheaper to pay now for after school programs, than to pay later to put kids in jail." Data in this report shows that the peak hours for juvenile crime are 3 to 6PM, and they are often community disturbance types of crimes. They report that after school programs cut crime, teach skills and values. These after school programs (and also before school programs) respond to the need for quality childcare, highlighted in the Early Childhood

## Vibrant Communities TeamFinal Report, March 2005

Framework. Through out-of-school activities, children can develop social skills, improve their academic performance, and establish strong relationships with caring adults.

Reference: <http://www.fightcrime.org/reports/as2000.pdf>  
<http://www.childtrends.databank.org/indicators/86AfterSchoolActivities.cfm>  
[http://www.niost.org/publications/Factsheet\\_2004pdf](http://www.niost.org/publications/Factsheet_2004pdf)

**V. Program Ranking (Page 10)**

## Vibrant Communities Team Final Report, March 2005

<b>Vibrant Communities</b> I want to have clean, healthy neighborhoods with a vibrant sense of community. Examples: Library, Land Use Planning, Vector & Nuisance Control, Regional Arts & Culture Council, Animal Control		Programs					
		Budget	Count	Expenditures			
		0	28	\$0			
Program #	Name	Department	Rank	Score	Votes Received		
					H	M	L
80003	Central Library Borrowers' Services	LIB	1	21	7	0	0
80006	Central Library Readers' Services	LIB	1	21	7	0	0
80018	East & Mid-County Neighborhood Libraries	LIB	1	21	7	0	0
80019	North and Northeast Neighborhood Libraries	LIB	1	21	7	0	0
80022	Westside Neighborhood Libraries	LIB	1	21	7	0	0
80023	Southeast Neighborhood Libraries	LIB	1	21	7	0	0
80028	Open Libraries 57 Hours	LIB	1	21	7	0	0
71002	Sustainability Team	CBS	8	19	5	2	0
90020A	Land Use Planning	CS	8	19	5	2	0
80005	Central Library Research Tools & Services	LIB	10	17	3	4	0
40013	Vector & Nuisance Control	HD	11	16	2	5	0
80030	New Columbia Neighborhood Library	LIB	11	16	2	5	0
10026	Regional Arts & Culture Council	NOND	13	15	2	4	1
90003	Animal Services - Field Services	CS	14	15	1	6	0
90004	Animal Services - Shelter Services	CS	15	14	0	7	0
90023	Water Quality	CS	15	14	0	7	0
80031	Troutdale Neighborhood Library	LIB	17	13	1	4	2
80016	Adult Outreach	LIB	18	12	0	5	2
10015A	CCFC Activities	NOND	18	12	0	5	2
71014	Human Resources - Bus Pass Program	CBS	20	11	0	4	3
70024	Recreation Fund payment to Metro	FBAT	21	9	0	2	5
90010	Tax Title	CS	22	8	0	1	6
90020B	Land Use Planning cost recovery	CS	23	7	0	0	7
80020	Bond Projects	LIB	23	7	0	0	7
80025	Library District Study Proposal	LIB	23	7	0	0	7
80029	Open Libraries 64/70 Hours	LIB	23	7	0	0	7
10015B	CCFC Activities-Maintains Current Level	NOND	23	7	0	0	7
10028	Soil & Water Districts	NOND	23	7	0	0	7

There were no program offers that received a high/low vote disparity

## **VI. Ranking Discussion**

There were no program offers in Vibrant Communities that received a high/low vote disparity. Brief summary of discussion for program offers in the high and low thirds is as follows.

### **High:**

- Eight of the ten offers ranked in the top one-third came from the Library (80003, 80005, 80006, 80018, 80019, 80022, 80023, 80028). All branch offers, Central Library Borrower's Services and Reader's Services, and Open Libraries 57 hours received unanimously high ranking. This ranking decision was primarily driven by overall high alignment with the Outcome Team's stated principles and with strategies related to local community identity, lifelong learning and recreational opportunities.
- Sustainability Team (71002) was ranked high due to high alignment with stated principles and with environmental strategies.
- Land Use Planning (90020A) also aligned strongly with principles and with environmental and recreational strategies.

### **Low:**

The following offers ranked in the bottom one-third.

The Team notes that these programs may be well run, but outcome measures were not as strong and/or relative impact on the outcome was relatively small.

- While the Bus Pass program (71014) met some of the principles and strategies, the program does not have data to clearly demonstrate utilization of bus passes for commuting. We refer to questions on alternate commute trip incentives and related concerns in the policy issues section of this report.
- Recreation Fund payment to Metro (70024) scored low primarily because we could find no effectiveness data. While the IGA with Metro outlines the intended use of these funds, we are not clear how these funds are currently being used at Metro.
- Tax Title's (90010) activities align to some degree with environmental and recreational strategies. The program appears to do a very effective job of moving properties to beneficial use, but the overall impact on the outcome is relatively minor.
- CCFC Activities-Maintains Current Service Level (10015B) had very limited strategy alignment with Vibrant Communities outcome.
- Soil and Water Districts (10028) align with one strategy on environment, but overall impact on the outcome is relatively small.
- Library Bond project (80020) replaces online databases for all holdings. While this activity should enhance operations and customer service, it did not appear to have significant impact on outcomes.
- Open Library 64/70 hours (80029) would increase hours of access, but we cannot assume a correlated increase in utilization.

These offers were essentially short or long term revenue strategies.

- Land Use Planning cost recovery (90020B) is a revenue strategy (i.e. General Fund offset strategy). No difference in program impact on outcome is cited.

## Vibrant Communities Team Final Report, March 2005

- Library District Study Proposal is intended to assess feasibility of a Library district with a permanent tax rate instead of relying on successive local option levies. This is a longer term revenue strategy to stabilize funding.

### **VII. Policy Issues**

- Commission on Children, Family and Community (CCFC)
  - 1993 HB 2004; County Ordinance No. 921 (1998)
  - Offers 10015A; 10015B CCFC Activities
  - Connection between CCFC activities and County programming to achieve poverty and youth-related outcomes needs more clarity. Appears to warrant more systems analysis to assure optimal coordination and avoidance of duplication.
  - Question arose in group regarding connection between the array of County programs dealing with children and families and the planning, policy advice community engagement work of CCFC. Unclear of systems rationale for mix of comprehensive planning/monitoring outlined in County ordinance and direct service (e.g. Summer Food outreach).
- Bus Pass as alternative employee commute incentive
  - Current County labor contracts; Oregon Administrative Rule OAR 340-012-0050(2)
  - Offer 71014 Bus Pass Program
  - The Bus Pass Program appears to help the County avoid DEQ penalties, but actual influence on employee commuting behavior is less clear.
  - Question arose in group regarding consideration of other incentives to promote alternative transportation use for commutes. Percentage of employees holding bus pass is known (84%). Utilization for commutes is less clear. May lead to high County cost/commute trip. Focus seems to have moved from positive environmental strategy to being a component of employee benefits. Program's current cost savings estimate of full subsidy v. partial subsidy is based on a constant purchase rate. This assumption should be validated if alternatives are explored.
- Coordination of effort across local jurisdictions on all outcome areas
  - NA
  - All
  - Need coordination of effort among political jurisdictions attempting to achieve similar outcomes in the community.
  - Discussions with CIC experts raised the issue of inter-jurisdictional coordination. Governments like City of Portland, Metro are likely to be pursuing many of the same outcomes. Important to achieve agreement among political leaders about what component of factors each jurisdiction focuses on, so that there is avoidance of overlap/duplication and hopefully some creation of complementary approaches or synergies.

**BOGSTAD Deborah L**

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**From:** DESIGN TEAM CO-CHAIRS  
**Sent:** Friday, March 18, 2005 4:54 PM  
**To:** #MULTNOMAH COUNTY ALL EMPLOYEES  
**Subject:** Budget Priority Setting Update

March 18, 2005

**To:** County Employees  
**From:** Chair Diane Linn and Commissioner Serena Cruz, Design Team Co-Chairs  
**Re:** Update on Budget Priority Setting Process

During Budget Work Sessions on March 15 and 16 of this week, the Board of County Commissioners, Outcome Teams and department directors met to discuss and review the Round 1 rankings from Outcome Teams and the Board. Results have been compiled and are posted on the [Budget Priority Setting Website](#), along with [information](#) about what the rankings mean. Citizen Advisory Board Committee members (CBAC) also presented their recommendations and findings for each of the priority areas.

Discussions focused on gaining understanding and clarity in cases where the Teams and Board members' rankings differed. Overall, the Board and the Teams' agreement on the rankings ranged from 85-90%. The Board will complete their second and final round of program ranking on March 18, taking into consideration this week's discussions. The final results will help guide the Chair's decision-making regarding the Executive Budget. The program ranking results will be posted on the Budget website next week. Ranking is a tool used to determine how to spend the County's limited funds. While ranking provides valuable information to help guide policy decisions, it is not the final action or decision on the final budget.

Other highlights from this week include a meeting on March 15 of the [Guidance Team](#) (members of the business and civic community), who provided fresh perspectives and important insights on this process. We have been asked to provide a presentation on our budget process to Mayor Potter, as the City is also experiencing financial constraints.

On March 30, the Executive Committee and a representative from each Outcome Team will discuss policy issues that have been identified throughout this process. The Executive Committee will recommend two to four policies to the Board of County Commissioner to work on over the course of the next year.

This has been a time of intense effort from many employees. In addition to providing our usual services, we've done an excellent job of laying the groundwork for an overarching strategy that will help guide us in the next two years. For those who are taking time off, we wish you a relaxing and refreshing spring break.

3/22/2005



**BOGSTAD Deborah L**

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**From:** LINN Diane M  
**Sent:** Monday, March 21, 2005 9:06 AM  
**To:** #MULTNOMAH COUNTY ALL EMPLOYEES  
**Subject:** Chair's Message

With the unveiling of the Board's ranking of County programs last week, I want to acknowledge the uncertainty and fear this is bound to cause.

For me, the hardest part of putting together next year's budget is knowing we will be forced to cut programs that are well run by dedicated employees and that provide a real service to this community.

This will affect the services we provide, and it will impact our most important resource – our people and their families. Despite all the talk you have heard, and will hear in the coming months about outcomes and rankings and other budget-speak, I want you to know I am very aware of, and concerned about, what this means for those who face layoffs.

We will have colleagues who will be dislocated this summer as next year's budget takes effect. More layoffs are all but certain next year as the County prepares for the end of the local personal income tax. We will make every attempt to make the reductions through voluntary retirements and unfilled vacancies. Layoffs, unfortunately, aren't new at the County. We have not been through anything in my tenure that will be this difficult. We all need to pull together to support those who are laid off and those who remain.

We won't know who or how many people will be affected until early June when the Board of County Commissioners adopts the final budget, but I can promise that those who are in positions that will be cut will be treated humanely and fairly and the way layoffs are determined will be consistent and transparent.

I am exploring with my executive management team ways to provide direct help to those who are dislocated and I will continue to keep you informed as we finalize our plans during this difficult time.

These reductions in workforce will accompany the hard decisions the Board of County Commissions will have to make about which services we can continue to provide while keeping our budget balanced with fewer resources. The Board has set a target for \$15 million in reductions for the fiscal year that begins in July and we expect another \$30 million in reductions for the following year when the voter-approved income tax ends. With that scope of budget cuts, it's unfortunately not possible to reduce services without affecting the people who provide them.

This is going to be a difficult time for everyone at the County. I will continue to keep you updated and will help supervisors and human resources personnel answer questions you may have. Another source of information as we go through this period is the human resources section of the County website.  
<http://www.co.multnomah.or.us/jobs/career.shtml>.

3/22/2005