



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

BOARD OF COMMISSIONERS

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JANUARY 18, 19 & 20, 2005 BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 a.m. Tuesday PAO Legislative Update
Pg 2	10:00 a.m. and 1:00 p.m. Tuesday Budget Work Sessions
Pg 3	2:00 p.m. Wednesday Joint Board Meeting
Pg 3	9:30 a.m. Thursday Health Department Briefing on Grant Funded Website
Pg 4	9:45 a.m. Thursday Proclaiming January 20, 2005 Election Worker Day
Pg 4	10:00 a.m. Thursday Resolution Requiring County Contractors to Remain Neutral in any Campaign to Organize Employees
Pg 5	10:45 a.m. Thursday Facilities Briefing on Disposition Strategy and Capital
Pg 5	11:30 a.m. Thursday If Needed Executive Session

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:

Thursday, 9:30 AM, (LIVE) Channel 30

Friday, 11:00 PM, Channel 30

Saturday, 10:00 AM, Channel 30

Sunday, 11:00 AM, Channel 30

Produced through Multnomah Community Television
(503) 491-7636, ext. 333 for further info

or: <http://www.mctv.org>

Tuesday, January 18, 2005 - 9:30 AM
Multnomah Building, Sixth Floor Commissioners Conference Room 635
501 SE Hawthorne Boulevard, Portland

BOARD BRIEFING

B-1 Public Affairs Office Briefing on Activities of the State of Oregon 73rd Legislative Assembly. Presented by Gina Mattioda and Stephanie Soden. 15-30 MINUTES REQUESTED.

Tuesday, January 18, 2005 - 10:00 AM
(OR IMMEDIATELY FOLLOWING BOARD BRIEFING)
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BUDGET WORK SESSION

WS-1 Board Work Session: Affirm Results Maps, Strategies, and Indicators for FY 2006 Priority-based Budget Process. Presented by Karyne Dargan, Dave Boyer and Invited Others. 2 HOURS REQUESTED.

Tuesday, January 18, 2005 - 1:00 PM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BUDGET WORK SESSION

WS-2 Board Work Session: Affirm Step 2 Priorities, Results Maps, Strategies and Indicators. Outcome Teams Present Work to Board. 3.5 HOURS REQUESTED.

Wednesday, January 19, 2005 - 2:00 PM
Columbia County Courthouse, Room 331
230 Strand Street, St. Helens

JOINT MEETING

JM-1 The Multnomah County Board of Commissioners will meet jointly with the Clatsop, Columbia, Tillamook and Washington County Boards of Commissioners for the purpose of a public process and Board appointment to fill a vacancy in the Legislative Assembly, Oregon State Senate District 16 from Democratic Precinct Committee approved candidates. The Multnomah County Board of Commissioners will participate in this meeting via speakerphone from the Multnomah Building, Sixth Floor Commissioners Conference Room 635, 501 SE Hawthorne, Portland. This is a public meeting. The action of the Multnomah County Board will be ratified at its Regular Board meeting on January 20, 2005.

Thursday, January 20, 2005 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM

DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES

C-1 RESOLUTION Authorizing the Private Sale of a Tax Foreclosed Property to
ANDREAS TSOUMAS

NON-DEPARTMENTAL

C-2 RESOLUTION Filling a Vacancy in the Legislative Assembly, Oregon State
Senate District 16 [Ratification of Board Action Following January 19, 2005
Joint Meeting]

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.

DEPARTMENT OF HEALTH - 9:30 AM

- R-1 **9:30 am TIME CERTAIN:** Health Department Briefing on School-Based Health Center Program's New Website for Teens. Presented by Lillian Shirley, Alice Abrams, and Invited Guest. 15 MINUTES REQUESTED.

DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES – 9:45 AM

- R-2 **9:45 am TIME CERTAIN:** PROCLAMATION Proclaiming January 20, 2005 Election Worker Day in Recognition of the Outstanding Work of Regular and Hundreds of Temporary County Employees, as Well as Private Businesses. Presented by Cecilia Johnson and John Kauffman. 15 MINUTES REQUESTED.

NON-DEPARTMENTAL - 10:00 AM

- R-3 RESOLUTION Establishing a Multnomah County Guidance Team and Confirming the Members of the Guidance Team to Assure the Integrity and Credibility of Multnomah County's Priority-Based Budget Process for Fiscal Year 2005
- R-4 RESOLUTION Requiring All County Contractors to Remain Neutral in any Campaign to Organize Employees into Union Shops and Bargain Collectively

DEPARTMENT OF BUSINESS AND COMMUNITY SERVICES – 10:15 AM

- R-5 RESOLUTION Approving a Lease of Real Property from Unico Properties, Inc. for Property Located at 421 SW Oak Street, Portland, Oregon
- R-6 RESOLUTION Approving First Amendment to a Real Property Lease and Purchase Option Agreement with the Housing Authority of Portland at the Peninsula Building, Located at 7220 North Lombard Street, Portland, Oregon
- R-7 RESOLUTION Approving a First Amendment to a Real Property Sublease to the Housing Authority of Portland at the Blanchard Educational Service Center Located at 401 North Dixon Street, Portland, Oregon
- R-8 RESOLUTION Approving an Agreement to Lease Real Property to the City of Portland at the Portland Building, Located at 1120 SW Fifth Avenue, Portland, Oregon

R-9 Reallocation of Facilities Capital Project Funds FPM-04, Multnomah County Disposition Plan One Time Cost Funding

R-10 Facilities and Property Management Mid-Year Briefing on Disposition Strategy and Capital. Presented by Doug Butler. 45 MINUTES REQUESTED.

Thursday, January 20, 2005 - 11:30 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah Building, First Floor Commissioners Conference Room 112
501 SE Hawthorne Boulevard, Portland

IF NEEDED 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. 15-30 MINUTES REQUESTED.

MULTNOMAH COUNTY 2005-2006 BUDGET WORK SESSIONS AND HEARINGS

All meetings are open to the public.

Public testimony will be taken at the public hearings listed in red (*italic*) below.
Unless otherwise noted, all sessions will be held in the Multnomah Building, First Floor Commissioners Boardroom 100, 501 SE Hawthorne, Portland.
Contact Board Clerk Deb Bogstad 503-988-3277 for further information.

Cable coverage of the **January through June 2005** budget work sessions, hearings and Thursday Board meetings will be produced through Multnomah Community Television. Check the weekly Board meeting agenda or call 503-491-7636, ext. 332 for further info or log onto <http://www.mctv.org> for the cable channel program guide/playback schedule. The sessions, hearings and Board meetings will also be available for viewing via media streaming at <http://www.co.multnomah.or.us/cc/pastmeetings.shtml>. Contact Board Clerk Deb Bogstad 503-988-3277 for further information.

Tue, Jan 18

10:30 a.m. to 12:00 p.m.

**Board Work Session: Affirm Step 2 Priorities,
Results Maps, Strategies and Indicators.
Outcome Teams Present Work to Board**

Tue, Jan 18

1:00 p.m. to 4:30 p.m.

**Board Work Session: Affirm Step 2 Priorities,
Results Maps, Strategies and Indicators.
Outcome Teams Present Work to Board**

Tue, Mar 1

8:30 a.m. to 12:00 p.m.

Board Work Session on Program Offerings

Wed, Mar 2

8:30 a.m. to 12:00 p.m.

Board Work Session on Program Offerings

Tue, Mar 15

8:30 a.m. to 12:00 p.m.

**Board Session on Composite Ranking - Round 1
Outcome Team Available per Priority Area**

Wed, Mar 16

8:30 a.m. to 12:00 p.m.

**Board Work Session on Composite Ranking -
Round 1 Outcome Team Available per Priority
Area**

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Wed, Mar 16

1:30 p.m. to 5:00 p.m.

**Board Work Session on Composite Ranking -
Round 1 Outcome Team Available per Priority
Area**

Thu, May 5

9:30 a.m.

***Chair's 2005-2006 Executive Budget Message
Public Hearing/Consideration of Resolution
Approving Executive Budget for Submission to
Tax Supervising and Conservation Commission***

Tue, May 10

8:30 a.m. to 12:00 p.m.

**Financial Overview and Budget Work Session on
Safety Net Program Offerings**

Tue, May 10

6:00 p.m.

***Public Hearing on the 2005-2006 Multnomah
County Budget -North Portland Library
Conference Room, 512 N Killingsworth, Portland***

Wed, May 11

8:30 a.m. to 12:00 p.m.

**Budget Work Session on Safety Program
Offerings**

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Thu, May 12
9:30 a.m.

***Public Hearing/Consideration of Approval of the
2005-2006 Dunthorpe Riverdale Sanitary Service
District No.1 Proposed Budget for Submittal to
Tax Supervising and Conservation Commission
Public Hearing/Consideration of Approval the
2005-2006 Mid County Street Lighting Service
District No. 14 Proposed Budget for Submittal to
Tax Supervising and Conservation Commission***

Tue, May 17
8:30 a.m. to 12:00 p.m.

**Budget Work Session on Education Program
Offerings**

Tue, May 17
6:00 p.m.

***Public Hearing on the 2005-2006 Multnomah
County Budget - Multnomah County East
Building, Sharron Kelley Conference Room, 600
NE 8th, Gresham***

Wed, May 18
8:30 a.m. to 12:00 p.m.

**Budget Work Session on Accountability,
Community and Economy Program Offerings**

MULTNOMAH COUNTY 2005-2006 BUDGET WORK SESSIONS AND HEARINGS

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streaming at <http://www.co.multnomah.or.us/cc/pastmeetings.shtml>. Contact Board Clerk
Deb Bogstad 503-988-3277 for further information.

Thu, May 19
9:30 a.m.

***Public Hearing and Resolution Adopting the 2005-
2006 Mt. Hood Cable Regulatory Commission
Budget***

Tue, May 24
8:30 a.m. to 12:00 p.m.

Budget Work Session If Needed

Tue, May 24
6:00 p.m.

***Public Hearing on the 2005-2006 Multnomah
County Budget - Midland Library Conference
Room, 805 SE 122nd Avenue, Portland***

Wed, May 25
8:30 a.m. to 12:00 p.m.

Budget Work Session If Needed

Tue, May 31
8:30 a.m. to 12:00 p.m.

Budget Work Session If Needed

Tue, May 31
6:00 p.m.

***Public Hearing on the 2005-2006 Multnomah
County Budget - Multnomah Building,
Commissioners Boardroom 100, 501 SE
Hawthorne, Portland***

MULTNOMAH COUNTY 2005-2006 BUDGET WORK SESSIONS AND HEARINGS

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June date to be determined

**(t) Tax Supervising and Conservation
Commission Public Hearings on the Multnomah
County 2004-2005 Supplemental Budget Tax
Supervising and Conservation Commission
Public Hearing on the Multnomah County 2005-
2006 Budget**

Mon, Jun 6

8:30 a.m. to 12:00 p.m.

Budget Work Session on Amendments

Tue, Jun 7

8:30 a.m. to 12:00 p.m.

Budget Work Session on Amendments

Wed, Jun 8

8:30 a.m. to 12:00 p.m.

Budget Work Session on Amendments

Thu, Jun 9

9:30 a.m.

**Public Hearing and Resolution Adopting the 2005-
2006 Budget for Multnomah County Pursuant to
ORS 294**

**Public Hearing and Resolution Adopting the 2005-
2006 Budget for Dunthorpe Riverdale Sanitary
Service District No.1 and Making Appropriations
Public Hearing and Resolution Adopting the 2005-
2006 Budget for Mid County Street Lighting
Service District No. 14 and Making Appropriations**



Maria Rojo de Steffey

Multnomah County Commissioner, District 1

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Portland, Oregon 97214

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Email: district1@co.multnomah.or.us

MEMORANDUM

TO: Chair Diane Linn
Commissioner Serena Cruz
Commissioner Lisa Naito
Commissioner Lonnie Roberts
Clerk of the Board Deb Bogstad

FROM: Laura Baum - Staff Assistant to Commissioner Maria Rojo de Steffey

DATE: January 18, 2005

RE: Rojo de Steffey Meeting Absence

Commissioner Maria Rojo de Steffey is excused from the January 18, 2005 afternoon Budget Work Session due to illness.



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 01/18/05
Agenda Item #: B-1
Est. Start Time: 9:30 AM
Date Submitted: 12/02/04

BUDGET MODIFICATION: -

Agenda Public Affairs Office Briefing on Activities of the State of Oregon 73rd
Title: Legislative Assembly

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

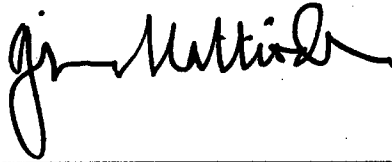
Date Requested:	<u>01/18/05</u>	Time Requested:	<u>15-30 minutes</u>
Department:	<u>Non-Departmental</u>	Division:	<u>Public Affairs Office</u>
Contact(s):	<u>Barb Disciascio</u>		
Phone:	<u>503 988-5800</u>	Ext.	<u>86800</u>
	I/O Address:		<u>503/600</u>
Presenter(s):	<u>Gina Mattioda and/or Stephanie Soden</u>		

General Information

1. What action are you requesting from the Board?
To be determined by activities of the Legislature. Primarily informational briefing.
2. Please provide sufficient background information for the Board and the public to understand this issue.
Opportunity to brief the board on State of Oregon Legislative activities that impact Multnomah County.
3. Explain the fiscal impact (current year and ongoing).
None
4. Explain any legal and/or policy issues involved.
None
5. Explain any citizen and/or other government participation that has or will take place.
None

Required Signatures

**Department/
Agency Director:**



Date: 12/02/04

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date:

Legislative Concepts and Priorities
Compiled by the Public Affairs Office
January 18, 2005

Issue Area	Legislative Priorities	Dept
Alcohol and drug	Support: DUII assessment fee increase	DCHS
Alcohol and drug	Monitor: equalizing benefits and coverage for substance abuse disorder	
Animal services	Concern/monitor: increase in pet licensing fee to fund statewide spay/neuter program	DBCS – AS
Developmental disabilities	Support: caseload driven funding for case management and maintain choice for the local match from Medicaid (DHS budget)	DCHS
Developmental disabilities	Support: increase local administration to 2.5 percent (DHS budget)	DCHS
Developmental disabilities	Support: continue family support services for children (DHS budget)	DCHS
Domestic violence	Support: funding of HB2918/DOJ funds for victims services	DCHS
Domestic violence	Monitor: Criminal Fines & Assessments (CFAA) allocation	DCHS
Domestic violence	Support: advocate privilege legislation	DCHS
Domestic violence	Support: fatality review legislation	DCHS
Domestic violence	Support: felony strangulation	DCHS
Domestic violence	Support: juvenile restraining order	DCHS
Domestic violence	Support: unemployment insurance clarification	DCHS
Domestic violence	Monitor/support: adding physical trauma to Assault IV	DCHS
Domestic violence	Monitor: “Crawford fix” – definition/expansion of “heresay”	DCHS
Early childhood	Monitor: State Commission on Children and Families Budget. Relief Nurseries have been reduced by 14 percent. The decrease results in a \$250,000 statewide cut and roughly \$40,000 to the county	Commission
Education	Monitor: community schools; components and funding of legislation	OSCP - SUN
Elections	Support: housekeeping measures to make elections process easier (revisions to ORS 204.005 election of county officers, 246.310 precinct election boards for any election conducted at polling places, 246.335 meetings with county clerk, 247.012 registration and registration updates, 248,015 vote required for precinct committee persons, 248.023 precinct committee persons, 249.064 information required on petition, 253,030 application for ballot, 254.046 counties to charge cities, 254.095 city elections officers statements of offices, candidates and measures, 254.103 filing of measures referred by county governing body, 254.545 duties of county clerk after election, 254.546 duties of clerk after recall election, 255.085 notice of district election on issuance of bonds or another measure, 260.255 preservation of filed statements by	DBCS – Elections

	filing officers, 260.695 prohibitions relating to voting in elections conducted by mail or at polling, 260.715 prohibitions relating to voting and ballots, 568.530 nominees names placed on referendum ballot, 568.560 number of directors, officers, election, terms, vacancies)	
Facilities	Support: funding for county courts/downtown courthouse replacement	DBCS – Facilities
Health care	Monitor/concern: legislation relating to the Oregon Health Plan and elements of benefit package	HD & DCHS
Health care	Support: Pharmacy resources into Oregon Health Plan's benefit package	HD & DCHS
Health care	Support: restoration of vision into Oregon Health Plan	DCHS – Aging
Health care	Support: restoration of dental into Oregon Health Plan	HD & DCHS – Aging
Health care	Support: continuation of provider tax	HD
Health care	Monitor: fluoridation	HD
Health care	Monitor: HIV – medically need funding	HD
Health care	Support: Immunization funding	HD
Health care	Monitor/concern: Emergency Preparedness legislation and distribution of funding	HD
Health care	Support: revisions to ORS 452 – vector and weed control	HD – EH; VNC
Homeless youth	Monitor: Citizen Crime Commissions' foster care legislation	OSCP
Housing	Monitor: Housing and Community Development Department Budget: such as impact of State Homeless Assistance Program, and Housing Trust Fund	OSCP & Housing Director
Housing	Monitor: Oregon Housing Lobby legislative concepts such as increasing Oregon Affordable Tax Credit from \$6.0 to \$8.2 million and establish a Homeownership Tax Credit	OSCP & Housing Director
Housing	Monitor: Housing Alliance legislative concepts such as Creating an income tax credit program for low income renters modeled after the Low Income Elderly Renters Tax Credit	OSCP & Housing Director
Housing	Monitor: On-going funding for low income energy assistance	OSCP
Mental health	Monitor/concern: equity; redistribution of mental health funding	DCHS
Mental health	Monitor: legislation from Governor's Mental Health Task Force	DCHS
Mental health	Support: mental health parity	DCHS
Mental health	Monitor: changes to Oregon State Hospital	DCHS
Mental health	Monitor: maintain or increase funding for children, families, and individuals	DCHS
Mental health	Support: increase access to effective psychiatric medications	DCHS
Mental health	Support: legislation and funding for adequate and affordable	DCHS

	housing for people with mental illness	
Land use	Concern/monitor: Measure 37 fixes	DBCS – LUT
Land use	Monitor: Goal 5 and 6	DBCS – LUT
Land use	Support: removal of statewide statutory limitation on filing fees for land use appeals	DBCS – LUT
Land use	Support: Measure 56 fixes that reduce burden on municipalities	DBCS – LUT
Library	Support: State Library budget to include Gov's recommendation of Ready-to-Read grants at \$0.85 per child/year	Library
Library	Support: change in statutory language to allow 17 library advisory board members (increase from 15)	Library
Public safety	Support: full funding of community corrections	DCJ
Public safety	Support: revision of SB 1145 to transfer PPO language	DCJ
Public safety	Support: changes to restitution language in statutes	DCJ
Public safety	Support: improvements to system of community reintegration	DCJ
Public safety	Concern: changes to collective bargaining statutes resulting in higher costs and restrictions on employers	DCJ
Public safety	Support: full funding of county gang transition services	DCJ
Public safety	Monitor: redirecting JCP grants from OCCF and/or clarifying language	DCJ
Public safety	Support: full funding for OYA JCP basic services and diversion programs	DCJ
Public safety	Support: raise multiplier from 1.5 ADM to 2.0 ADM (equalize to OYA) for detention facilities	DCJ
Public safety	Support: include OYA community resources (residential care, grants to counties) in the closed custody forecast	DCJ
Public safety	Support: DOC access to juvenile records on M11 offenders sentenced under the age of 18	DCJ
Public safety	Support: clarification of length of time of commitment to OYA or DHS	DCJ
Public safety	Support: establish criteria for data and performance juvenile department audits	DCJ
Public safety	Support: include the name "probation officer" in statutory definitions and authorizing language	DCJ
Public safety	Monitor: state prison construction/Wapato jail	Sheriff
Public safety	Monitor/support: decrease and elimination of unnecessary incarceration of people with mental illness, seek alternatives	LPSC (DCHS & DCJ)
Revenue	Monitor: Rainy Day Fund	
Revenue	Monitor: PERS legislation and fixes to pending Supreme Ct. ruling	DBCS -FBAT
Revenue	Monitor: video lottery revenues to counties	DBCS – FBAT
Revenue	Monitor: local income tax legislation	DBCS –

		FBAT
Revenue	Support: increase in beer and wine tax	DCHS
Revenue	Support: extension of cigarette tax	HD & DCHS
Revenue	Concern/monitor distribution of cigarette tax	HD & DCHS
Revenue	Support: COLA's for providers (DHS budget)	DCHS
Seniors	Support: restoration of General Assistance	DCHS - Agina
Seniors	Oppose: following aspects of Governor's Recommended Budget; capping the long-term care, eliminating relative foster care, not providing full funding for assisted living and adult foster care, cuts to Oregon Project Independence (OPI), delay of inflation for providers, and no funding for Employment Initiative.	DCHS - Aging
Seniors	Support: following policy issues equity for Area Agencies on Aging and Disabilities, staffing formula for Protective Services, and New Front Door aka OPI for the 21 st Century	DCHS - Aging
Taxation	Concern/monitor: legislation allowing purchasing of delinquent property accounts	DBCS - FBAT
Transportation	Support: include funding for Sellwood Bridge in trans package	DBCS - LUT
Transportation	Support: include funding for operations and road maintenance in trans package	DBCS - LUT
Transportation	Support: JPACT (regional) transportation package	DBCS - LUT
Transportation	Concern/monitor: cost allocation and any distribution formulas	DBCS - LUT
Transportation	Support: surveyors' change plat sign off to from county land use planners to county surveyor to avoid LUBA appeal process	DBCS - LUT
Water quality	Monitor: Goal 6 and NPDES permit compliance and fish habitat preservation in road construction projects	DBCS - LUT
Water quality	Concern: Forest Practices Act and Oregon Salmon Plan changes	DBCS - LUT



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 01/18/05
Agenda Item #: WS-1
Est. Start Time: 10:00 AM
Date Submitted: 01/09/05

BUDGET MODIFICATION: -

Agenda Title: Board Work Session: Affirm Results Maps, Strategies, and Indicators for FY 2006 Priority-based Budget Process

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

Date Requested:	January 18, 2005	Time Requested:	2 hours
Department:	Business and Community Services	Division:	Finance, Budget, & Tax
Contact(s):	Karyne Dargan		
Phone:	503 988-3312	Ext.	22457
		I/O Address:	503/5/531
Presenter(s):	Karyne Dargan, Dave Boyer, invited others		

General Information

1. What action are you requesting from the Board?

The Board will be asked to review the FY 2006 Outcome Team maps and narratives, and to affirm the teams' strategies and indicators for use in the FY 2006 priority-based budget process.

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

In the fall of 2004, the County went through its first priority-based budget exercise in anticipation of the potential repeal of the Temporary Personal Income Tax on the November, 2004 ballot. Priority-based budgeting is a process that answers the question "With the money we have, how can we best choose results that matter most to our citizens?" In a constrained budget environment, the focus is on what services to keep, not on what to cut. By completing this budget priority-setting process last fall, the County prepared itself to set priorities and select results in FY 2006 and beyond.

Reviewing and affirming the Outcome Team maps, strategies, and indicators constitutes the next step in the FY 2006 priority-based budget process. The Board will be asked to review the results

maps and accompanying narratives with the following questions in mind:

- Is it clear how success will be measured for each priority?
- Are cause-effect factors clear? Can you tell what's most important?
- Is causality supported by research or other evidence?
- Are the selection strategies clear and compelling?
- Will the recommended selection strategies drive the county significantly toward the desired outcome?
- Are the strategies suggested the most effective ways in which Multnomah County can contribute positively to these results?

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

N/A

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

N/A

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

The budget priority-setting process will include significant public participation. Public hearings and community forums have been scheduled at various times during the upcoming months.

Required Signatures

**Department/
Agency Director:**

Kaupre Dargatz

Date: 01/09/05

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date:

BOGSTAD Deborah L

From: DESIGN TEAM CO-CHAIRS
Sent: Friday, January 14, 2005 6:13 PM
To: #MULTNOMAH COUNTY ALL EMPLOYEES
Subject: Update on Budget Priority Setting Process

January 14, 2005

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

Thanks to the collaborative efforts of so many County employees and community leaders, we're making terrific progress on the Budget Priority Setting process and have achieved some key milestones. Here are just some of the highlights of recent activity:

Results Maps

- Congratulations to the Outcome Teams for their outstanding work on developing Results Maps for each of the County's six priority areas. The Teams, comprised of County staff, have been meeting since December to identify indicators of success for each priority; create Results Maps that show cause-effect factors based on evidence; and to outline strategies the County should pursue to produce each of the six desired outcomes.
- On January 11, the Outcome Teams presented their first-draft maps, strategies and indicators to the Guidance Team, comprised of key community leaders, who provided insightful feedback, validated the County's approach and commended the excellent work. Guidance Team members commented that "The very fact that this process is public and visible is very powerful," and "To produce this amount of work in four weeks is quite remarkable."
- Next steps: The Outcome Teams will fine-tune the Maps, factoring in the feedback, and will present them to the Board of County Commissioners (BCC) on January 18. Results Maps will be posted on the Budget Priority Setting Website when they are finalized.

Program Offers

- Program offers are due to the Budget Office by February 1, end of day, via the online Mint tool. Each department is developing multiple program offers that describe how its programs and services contribute to achieving the County's priorities, as specified on the Results Maps. Limited to two pages, the offers detail the results to be delivered, the price and the timeframe. Departments should indicate one priority area per program offer.
- Budget staff will hold open 'office hours' to assist staff in submitting their program offers on Wednesday, January 19 from 9:00-12:00 in the computer training room, Multnomah Building basement. At the start of each hour, Julie Neburka, Mike Jaspin and other budget staff will spend 10 minutes reviewing/providing an update on the Web tool and addressing any general questions on preparing program offers. For the rest of the hour it will be open time to ask questions, review program offers, etc. Participants are invited to drop in during this time and should bring their questions and draft program offers to discuss.
- Program offers will be posted on the Budget Mint site when all are finalized, by the end of February.

1/18/2005

CBACs (Citizen Budget Advisory Committees)

- On January 13, Budget staff provided training on the Budget Priority Setting process to members of the CBAC's (Citizen Budget Advisory Committee). In order to make meaningful input to the Fiscal Year 2006 budget, department CBAC members have been temporarily assigned to Outcome Team CBAC's. They will review the work of the Outcome Teams and other work related to the process and will make a series of recommendations to the Board.

Communication

- The Budget Priority Setting Website is now updated for the Fiscal Year 2006 process. It includes updated Common Questions, For Employees, Key Roles, and a link to the Midyear Budget Priority Setting content. Final Results Maps will be posted on January 18.
- Employee impacts: County employees can also access For Employees on the Budget Priority Setting Website to find out more about decision points in the process and how you might be affected.
- A letter to county contractors explaining possible budget impacts is being drafted.

Other News

- Peter Hutchinson, author of 'The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis' addressed the Portland City Club Friday Forum on Friday, January 14 during the noon hour. Check the City Club Website for radio/cable broadcast times if you were unable to attend. Hutchinson, principal consultant for Public Strategies Group, is working with the County on the budget priority setting process.
- The Citizen Involvement Committee and the City Club of Portland are co-sponsoring six public forums in February, each focused on one of the County's six priority areas. Each forum will begin with comments by a panel of community experts, followed by small group discussions. The results of the discussions will be provided to the County Commissioners. See the Budget Priority Setting Website for more input opportunities.

BOGSTAD Deborah L

From: DARGAN Karyne A
Sent: Sunday, January 16, 2005 1:06 PM
To: LINN Diane M; CRUZ Serena M; NAITO Lisa H; ROBERTS Lonnie J; ROJO DE STEFFEY Maria
Cc: 'Peter Hutchinson'; 'Laurie Ohmann'; 'Connie Nelson'; 'Tom Moss'; BOYER Dave A; MOUNTS Tony D; JOHNSON Cecilia; FULLER Joanne; SCHRUNK Michael D; SHERIFF; SHIRLEY Lillian M; PATE Patricia; POE Lorenzo T; RAPHAEL Molly; BOGSTAD Deborah L; TODD Kathleen M; WILLIAMS Ross C; DARGAN Karyne A; 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; LINN Diane M; MARCH Steve J; MARCY Scott; MARTIN Chuck T; MATTIODA Gina M; NEBURKA Julie Z; NICE Matt L; ROMERO Shellie 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 & Materials for BCC Briefing re: FY 2006 Budget Priority Process

Chair Linn and Members of the Board –

Attached please find the presentation materials for the 1-18-05 Board of County Commissioners briefing on **Step 2 – Affirming the Results Maps, Indicators and Strategies of using County Resources**. Laurie Ohmann from PSG, will be facilitating the presentations by the Outcome Teams.

The Basic Needs Outcome Team's Results Map will be forwarded to you first thing Tuesday morning.

Thanks to the teams for all of their hard work, in an especially tight time frame. You all are amazing!

See you all Tuesday at 10:00ish.
 Karyne

1/18/2005

Design Team FY 2006 Process
MULTNOMAH COUNTY OREGON

1/18/2005
10:00 a.m. – 11:35 a.m.
Boardroom



1/18/2005
1:00 p.m. – 2:45 p.m.
Boardroom

Agenda BCC Briefing

1. Opening Comments – Diane Linn (5 min.)
2. Where We Are – Diane Linn, Serena Cruz (5 min)
 - a. 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)**
 - iii. Step 3 –Departments Develop Program Offers for Each Priority (2/1)
 - iv. Step 4 – Offers Ranked by Outcome Teams Based on Contribution to Priority Area (2/28)
 - v. Step 5 – Board Ranks Offers Based on their Contribution to Priority (3/18)
 - vi. Step 6 - Outcome Teams develop “order of selection” of program offers in each priority (3/28)
 - vii. Step 7 – Chair develops Executive Budget (5/05)
 - viii. Step 8 – Board reviews, modifies and adopts County Budget (6/9)
3. Overview of Today’s Worksession – PSG (10 min)
Outcome: BCC accepts recommendations of Outcome Teams on Results Maps, indicators and selections strategies or gives direction to Outcome Teams about needed changes

Questions for consideration:
 - Is there clarity about how success will be measured for each priority?
 - Are cause-effect factors clear?
 - Is causality supported by research or other evidence?
 - Are the selection strategies clear and compelling?
 - Should the County pursue these strategies to improve County results?
4. 10:20 a.m. -11:35 p.m. Presentations by Priority Team Leads, Q&A w/ Teams/Depts.
 - I want all children in Multnomah County to succeed in school (Education Team – Wendy Lear, Team Lead) (10:20-10:45)

- I want my government to be accountable at every level (Accountability Team – Kim Peoples, Team Member) (10:45-11:10)
- I want Multnomah County to have a thriving economy (Thriving Economy Team – Mary Shortall, Team Lead) (11:10-11:35)

11:35 p.m. -1:00 p.m. Break for Lunch

1:00 p.m. – 2:45 p.m. Presentation by Priority Team Leads, Q & A w/ Teams/ Depts.

- I want all Multnomah County residents and their families to have their basic living needs met (Kathy Tinkle, Team Lead) (1:00-1:25)
- I want to feel safe at home, work, school, and at play (Becky Porter, Team Lead) (1:25-1:50)
- I want to have clean, healthy neighborhoods with a vibrant sense of community (Dave Houghton, Team Lead) (1:50-2:15)

4. Board Discussion of County-Wide Issues; Final Feedback to Teams and Summary (2:15-2:45)
5. Adjourn (2:45)

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



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

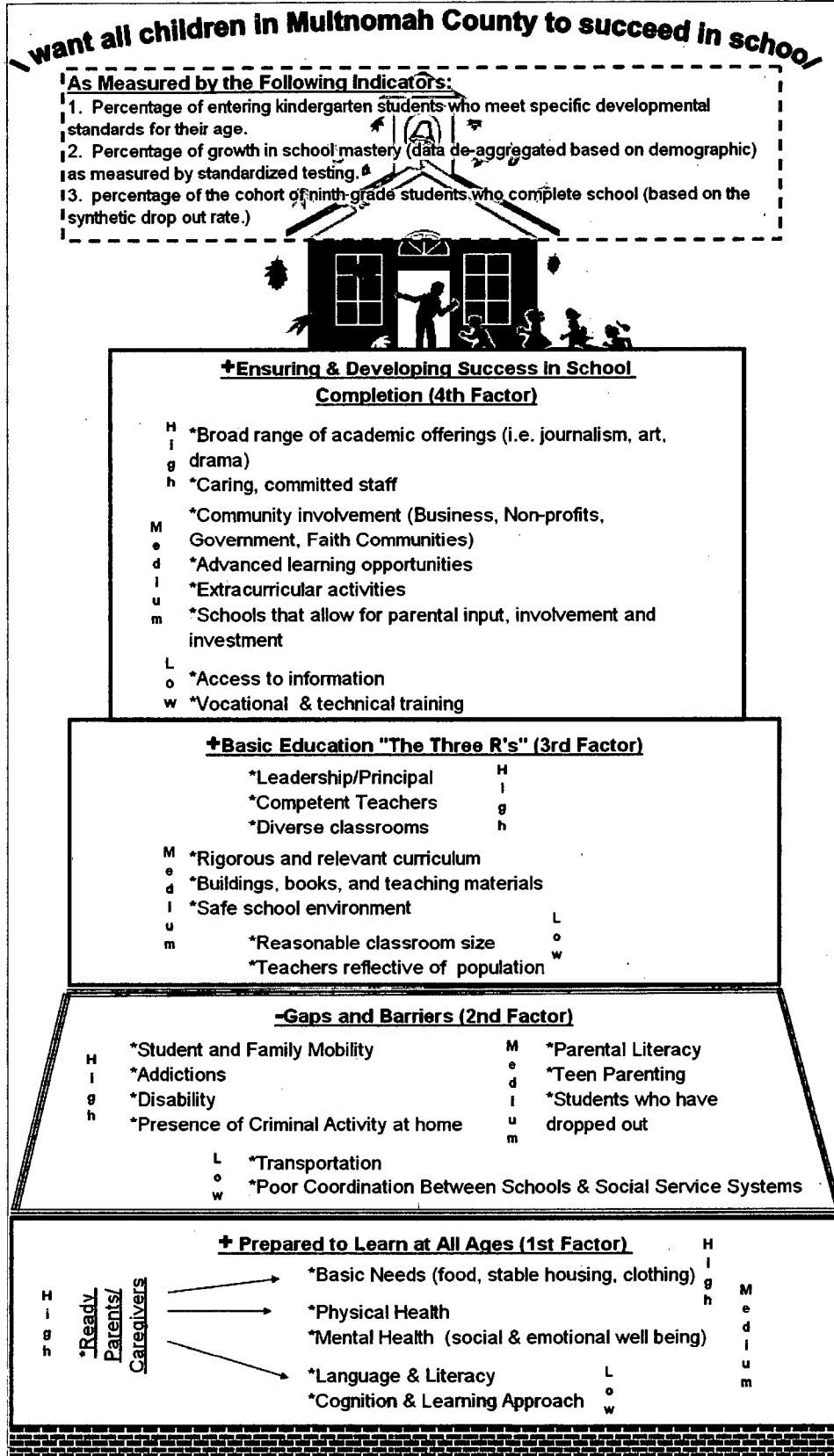
Currently students are tested at grades 3, 8 and 10. These tests are used to determine individual students' mastery of a specific subject. These results are also used to benchmark a school's performance. The proposed indicator would measure the change in performance between the grades tested and provide 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 12th grade graduation rate only reports those kids who started and completed 12th grade. It does not capture the drop out rate occurring before a student enters 12th grade. Data for Oregon is showing that the highest number of students drop out between 9th and 10th grade. The synthetic graduation rate is a formula, which counts all of the kids who graduate from the 12th grade or who get their GED; however the number of kids who have dropped out before reaching the 12th grade reduces the completion rate.

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, which 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 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.



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

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 2¹

- 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 Government²

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.

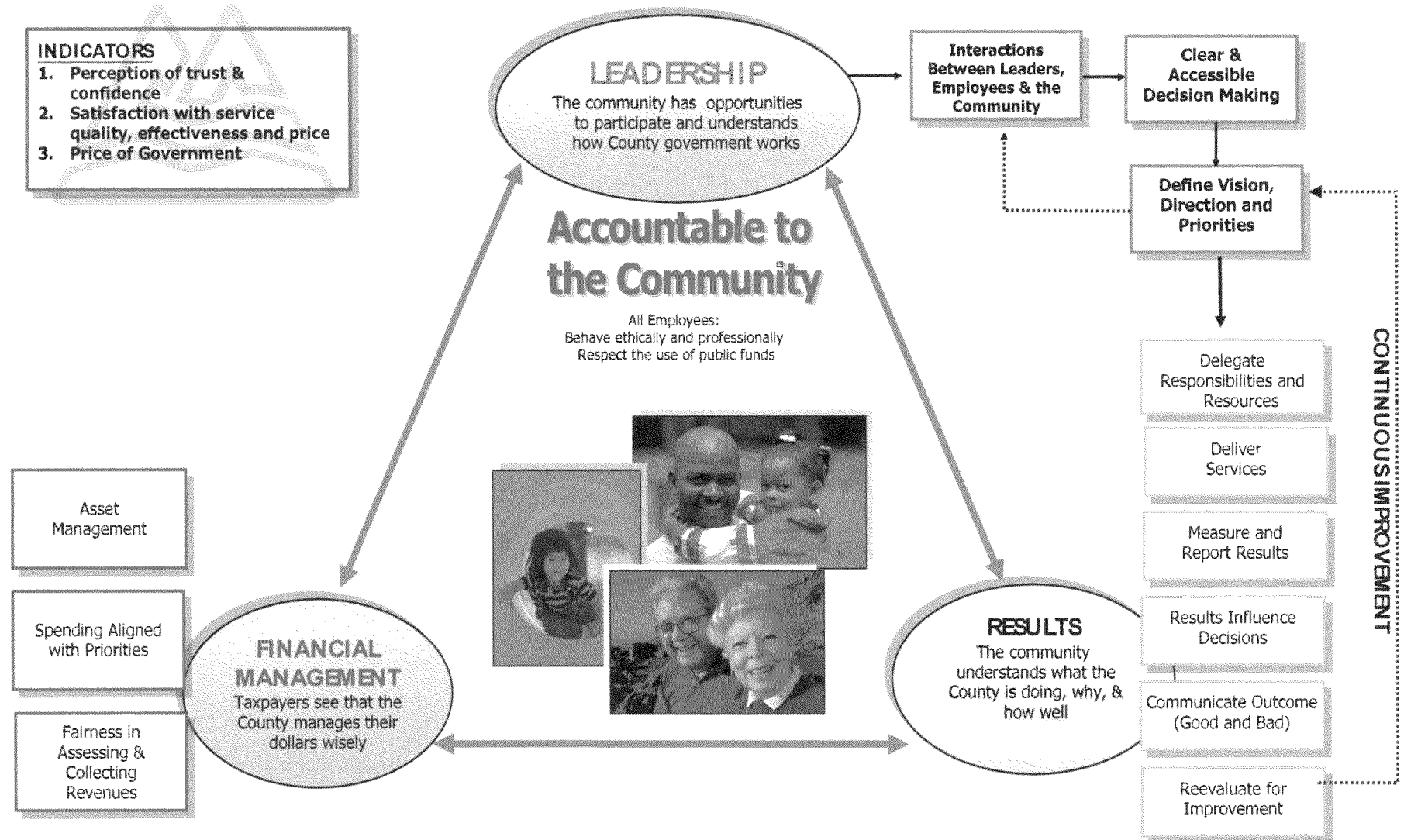
This is an important measure because citizens' demand the greatest value they can get for the price they pay. Citizens are constantly assessing the relationship between value and price as they judge their governments. If the value / price relationship improves they favor the work of government. If the 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.

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

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

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



Updated 1/13/05

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 decisions

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, etc.)
- 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 having measurable results that can be easily quantified, used in decision making, and communicated to constituents
- 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

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



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 that were 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

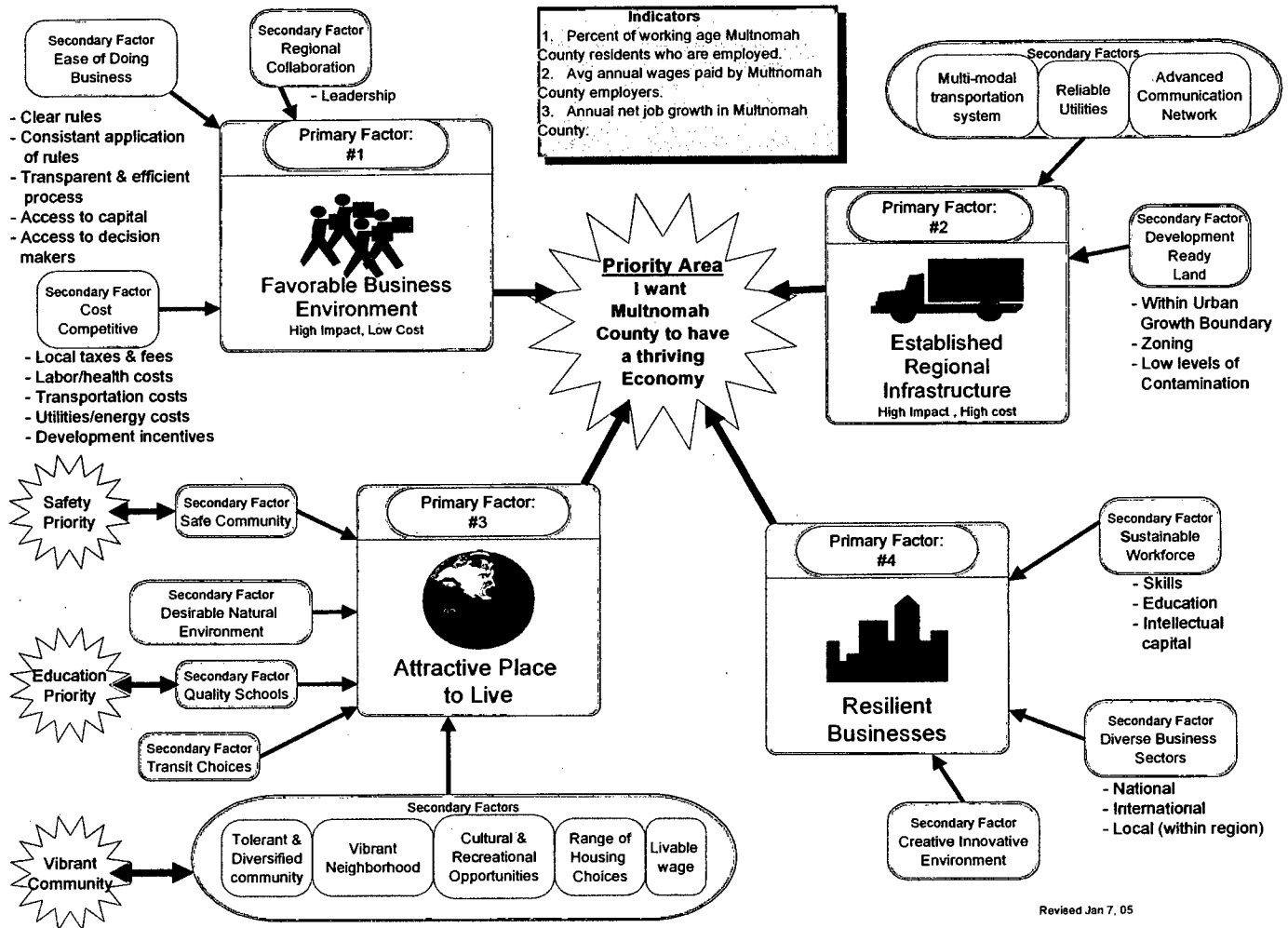
We came to the conclusion that there is no accurate and consistent way to identify the wages of county residents. The data are simply not reported at that level. All the measures that specifically relate to county residents are based on either income or earnings. Those two terms are problematic because 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 that 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.

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)



MULTNOMAH COUNTY AGENDA PLACEMENT REQUEST

Board Clerk Use Only

Meeting Date: 01/18/05
Agenda Item #: WS-2
Est. Start Time: 1:00 PM
Date Submitted: 01/09/05

BUDGET MODIFICATION: -

Agenda Title: **Board Work Session: Affirm Results Maps, Strategies, and Indicators for FY 2006 Priority-based Budget Process**

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

Date Requested:	<u>January 18, 2005</u>	Time Requested:	<u>3.5 hours</u>
Department:	<u>Business and Community Services</u>	Division:	<u>Finance, Budget, & Tax</u>
Contact(s):	<u>Karyne Dargan</u>		
Phone:	<u>503 988-3312</u>	Ext.	<u>22457</u>
		I/O Address:	<u>503/5/531</u>
Presenter(s):	<u>Karyne Dargan, Dave Boyer, invited others</u>		

General Information

1. What action are you requesting from the Board?

The Board will be asked to review the FY 2006 Outcome Team maps and narratives, and to affirm the teams' strategies and indicators for use in the FY 2006 priority-based budget process.

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

In the fall of 2004, the County went through its first priority-based budget exercise in anticipation of the potential repeal of the Temporary Personal Income Tax on the November, 2004 ballot. Priority-based budgeting is a process that answers the question "With the money we have, how can we best choose results that matter most to our citizens?" In a constrained budget environment, the focus is on what services to keep, not on what to cut. By completing this budget priority-setting process last fall, the County prepared itself to set priorities and select results in FY 2006 and beyond.

Reviewing and affirming the Outcome Team maps, strategies, and indicators constitutes the next step in the FY 2006 priority-based budget process. The Board will be asked to review the results

maps and accompanying narratives with the following questions in mind:

- Is it clear how success will be measured for each priority?
- Are cause-effect factors clear? Can you tell what's most important?
- Is causality supported by research or other evidence?
- Are the selection strategies clear and compelling?
- Will the recommended selection strategies drive the county significantly toward the desired outcome?
- Are the strategies suggested the most effective ways in which Multnomah County can contribute positively to these results?

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

N/A

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

N/A

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

The budget priority-setting process will include significant public participation. Public hearings and community forums have been scheduled at various times during the upcoming months.

Required Signatures

**Department/
Agency Director:**

Kayne Dargatzis

Date: 01/09/05

Budget Analyst:

Date:

Department HR:

Date:

Countywide HR:

Date:

Design Team FY 2006 Process
MULTNOMAH COUNTY OREGON

1/18/2005

10:00 a.m. – 11:35 a.m.

Boardroom



1/18/2005

1:00 p.m. – 2:45 p.m.

Boardroom

Agenda BCC Briefing

1. Opening Comments – Diane Linn (5 min.)
2. Where We Are – Diane Linn, Serena Cruz (5 min)
 - a. 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)**
 - iii. Step 3 –Departments Develop Program Offers for Each Priority (2/1)
 - iv. Step 4 – Offers Ranked by Outcome Teams Based on Contribution to Priority Area (2/28)
 - v. Step 5 – Board Ranks Offers Based on their Contribution to Priority (3/18)
 - vi. Step 6 - Outcome Teams develop "order of selection" of program offers in each priority (3/28)
 - vii. Step 7 – Chair develops Executive Budget (5/05)
 - viii. Step 8 – Board reviews, modifies and adopts County Budget (6/9)
3. Overview of Today's Worksession – PSG (10 min)
Outcome: BCC accepts recommendations of Outcome Teams on Results Maps, indicators and selections strategies or gives direction to Outcome Teams about needed changes

Questions for consideration:
 - Is there clarity about how success will be measured for each priority?
 - Are cause-effect factors clear?
 - Is causality supported by research or other evidence?
 - Are the selection strategies clear and compelling?
 - Should the County pursue these strategies to improve County results?
4. 10:20 a.m. -11:35 p.m. Presentations by Priority Team Leads, Q&A w/ Teams/Depts.
 - I want all children in Multnomah County to succeed in school (Education Team – Wendy Lear, Team Lead) (10:20-10:45)

- I want my government to be accountable at every level (Accountability Team – Kim Peoples, Team Member) (10:45-11:10)
- I want Multnomah County to have a thriving economy (Thriving Economy Team – Mary Shortall, Team Lead) (11:10-11:35)

11:35 p.m. -1:00 p.m. Break for Lunch

1:00 p.m. – 2:45 p.m. Presentation by Priority Team Leads, Q & A w/ Teams/ Depts.

- I want all Multnomah County residents and their families to have their basic living needs met (Kathy Tinkle, Team Lead) (1:00-1:25)
- I want to feel safe at home, work, school, and at play (Becky Porter, Team Lead) (1:25-1:50)
- I want to have clean, healthy neighborhoods with a vibrant sense of community (Dave Houghton, Team Lead) (1:50-2:15)

4: Board Discussion of County-Wide Issues; Final Feedback to Teams and Summary (2:15-2:45)

5. Adjourn (2:45)

**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).

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 will be 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.

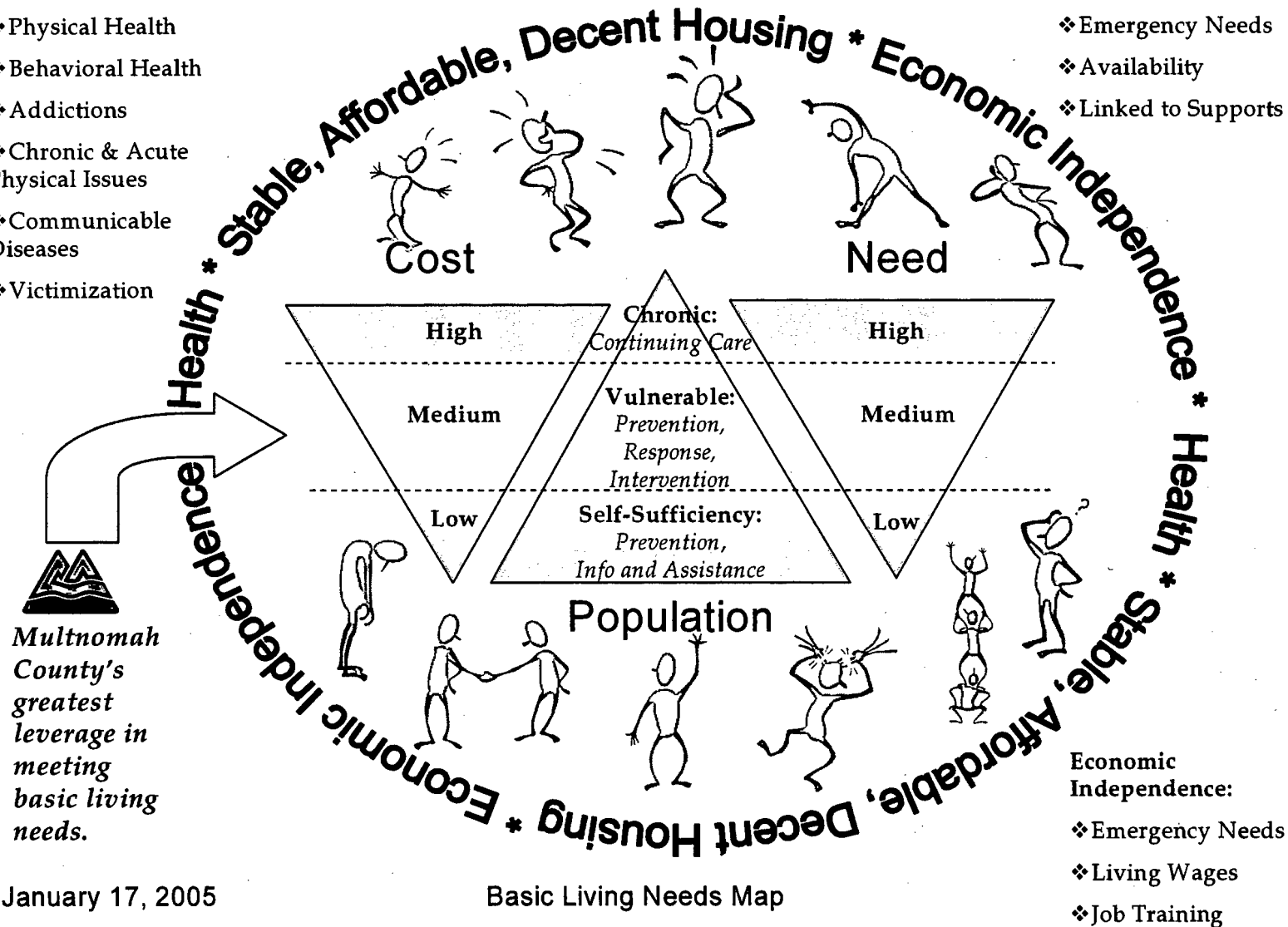
These indicators were chosen because they: 1) are readily measurable; 2) contain data elements currently collected; 3) allow comparison with other jurisdictions; 4) were consistently cited by experts and referenced in material we reviewed; and 5) are recognized as accepted national standards in the health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



January 17, 2005

Basic Living Needs Map

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 maximum 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.

**FY 2006 Priority Based Budgeting
MULTNOMAH COUNTY OREGON****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 11th 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.

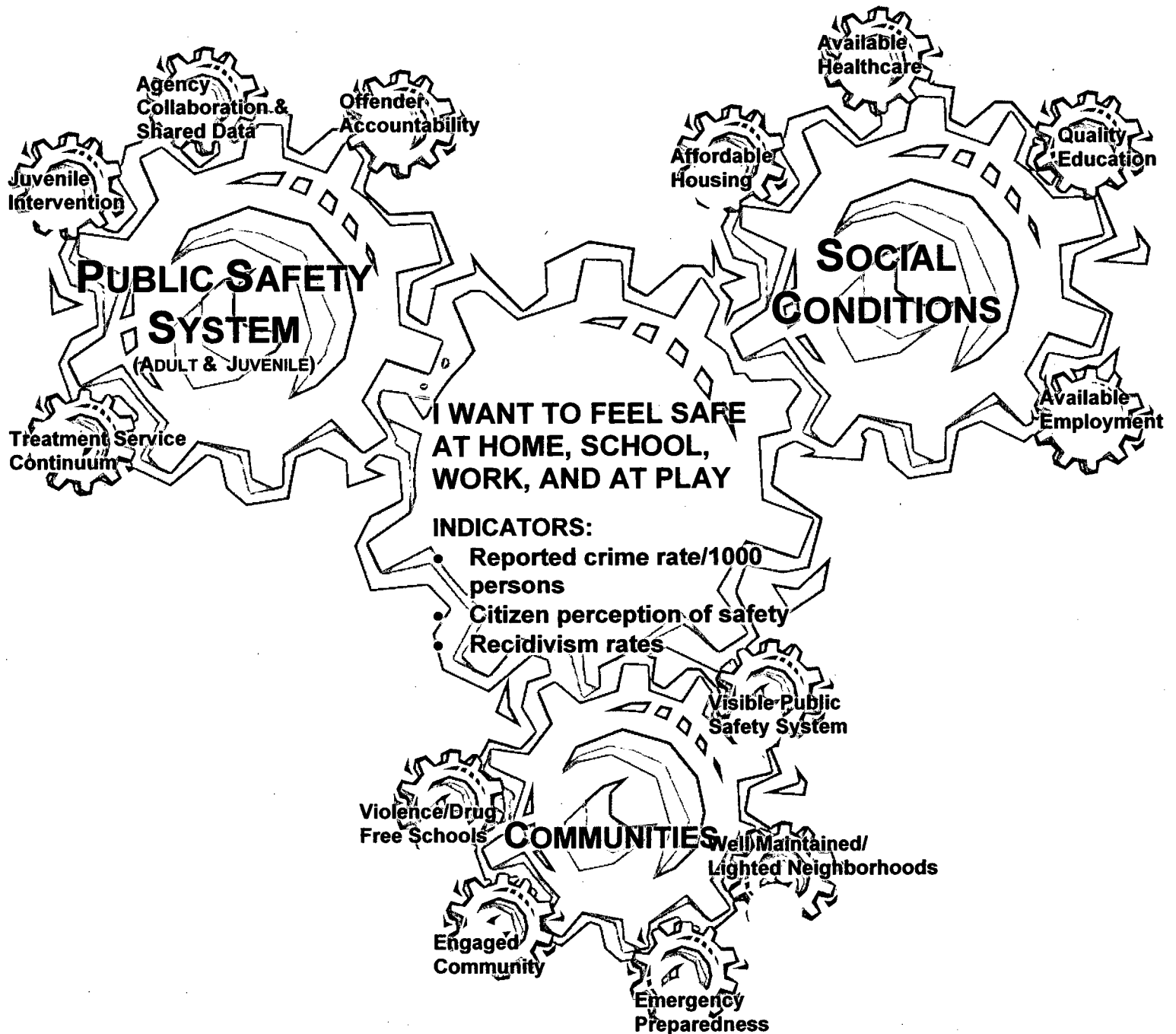
SAFETY PRIORITY TEAM

- 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 **gang, violence and drug-free schools**.

"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.

- Citizen's 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 adult 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.

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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.

Vibrant Communities Team

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.

Vibrant Communities Team

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.

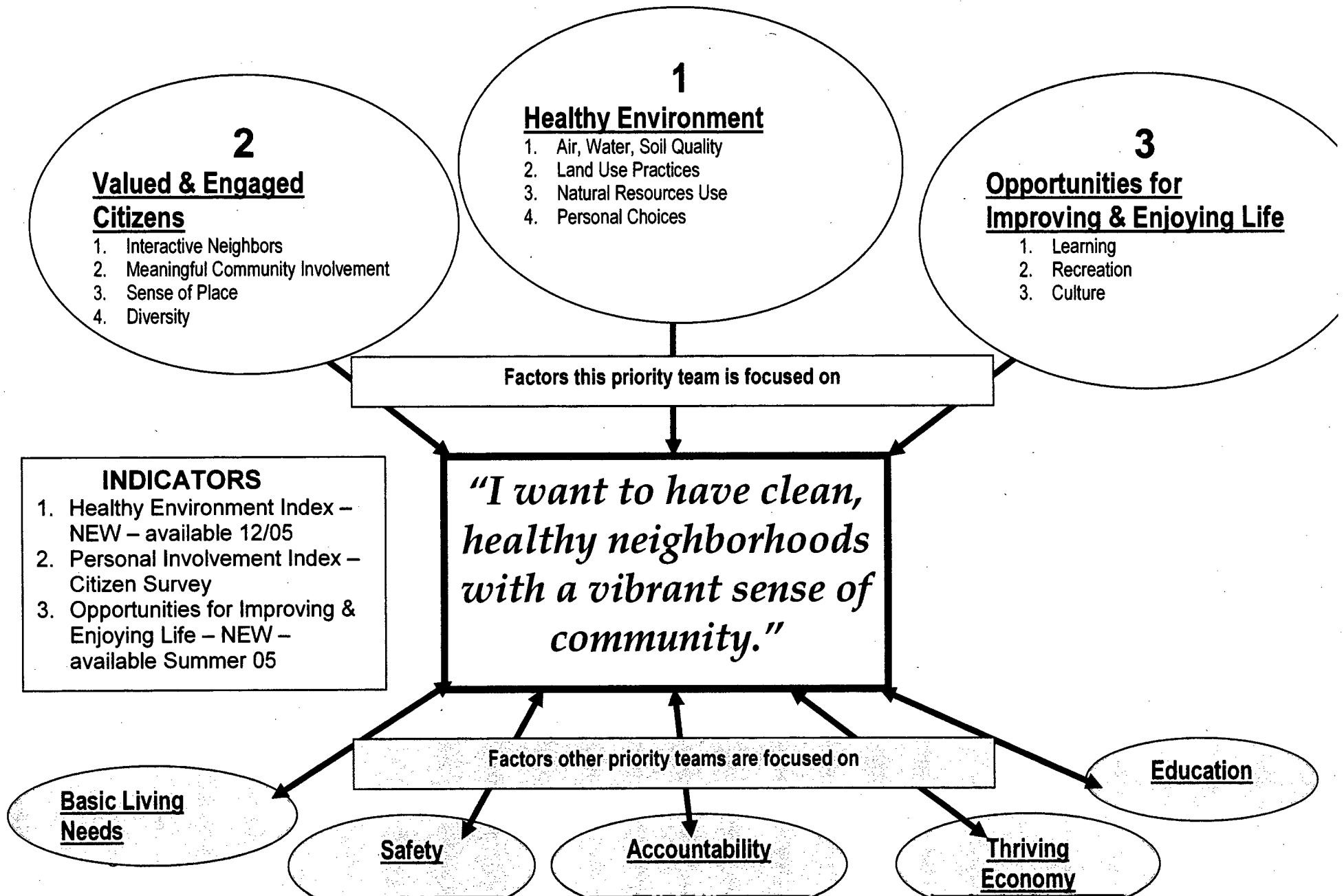
There is further evidence that suggests that providing community places (such as libraries, community centers, and green spaces) where neighbors can interact and actively pursue their common interests also increases their sense of community. By meeting residents' need for human connection, synergies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



Vibrant Communities Team

V. 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

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

Vibrant Communities Team

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.)*

1. 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>

2. Protect the environment, especially those that reduce toxic emissions.

Considerable evidence suggests that Multnomah County residents' right to a safe and healthy environment is being compromised. An estimated 700 contaminants are present and accumulate within the human body, many of them toxics that have known health risks, such as cancer, asthma, birth defects, developmental disabilities, autism, endometriosis, and infertility. A section of the lower Willamette River is designated one of the most polluted rivers in the country, with river sediment polluted with unsafe levels of toxics. Fourteen air toxins in Multnomah County exceed health-based benchmarks, with six pollutants more than ten times national health standards. Reducing environmental toxins can reduce costs to Multnomah County for diseases related to toxic substances.

References: <http://www.oregon-health.org/assets/Precaution/SDC%20Toxics%20Report%20200.pdf>

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<http://www.mchealth.org/enviroreport/>

<http://www.northwestwatch.org/scorecard/>

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

3. 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 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.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.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.

Vibrant Communities Team

4. 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>

5. 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 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.childtrendsdatbank.org/indicators/86AfterSchoolActivities.cfm>
http://www.niost.org/publications/Factsheet_2004pdf

BOGSTAD Deborah L.

From: DESIGN TEAM CO-CHAIRS
Sent: Friday, January 21, 2005 9:22 AM
To: #MULTNOMAH COUNTY ALL EMPLOYEES
Subject: Update on Budget Priority Setting Process

January 21, 2005

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

On January 18, the Board of County Commissioners took another significant step in moving the County toward priority-based budgeting by unanimously endorsing the excellent work of the Outcome Teams.

The Outcome Teams, made up of County employees, developed maps to communicate what citizens expect from the County, indicators to help us determine if we are meeting our objectives, and selection strategies to help the Board make funding decisions that further those goals.

This excellent work will provide the Board with a strategic framework that will guide our decisions for the next budget year and will allow us to prepare for the end of the County's temporary income tax in a way that keeps our budget in line with community priorities.

We are indebted to the Teams' excellent thinking, diligent research, and willingness to work the long hours necessary to complete this important work.

The next step in this process is for departments to make program "offers" by February 1 that fit into the strategic frameworks endorsed by the Board. The Board of County Commissioners and the Outcome Teams will review these offers with department directors and staff before ranking all County programs in late February and March.

These rankings will be used to help the Board make final funding decisions for the budget that will be adopted in June.

All the documents presented by the Outcomes Teams have been posted on the Budget Priority Website, as well as the schedule of Budget Work Sessions and Hearings.

We want to express our thanks and appreciation to everyone contributing to this new budget process. Also, thank you to all County employees for their continued effective and excellent work. We recognize and appreciate it.

1/24/2005