MULTNOMAH COUNTY BENCHMARKS

A Framework for The Chair's Proposed Budget

Introduction

Benchmarks are powerful tools that Multnomah County can use to focus our efforts for long-term results and to create partnerships to solve problems. They provide quantified targets for specific, quality of life conditions desired for the future.

The benchmarks provide a framework for focusing the resources and performance of Multnomah County. In the future, the benchmarks will be refined as performance measures are developed and progress towards those results are reported. Benchmarks development and refinement is a continuous process.

Background

The benchmarks system, developed by the Oregon Progress Board, is now recognized nationally as a model for governing for results. Benchmarks were created as a means to monitor progress towards the goals set forth in Oregon Shines, which is a citizen-based strategic plan developed in the late 1980's. This was a response to the fact that too many strategic plans in the public sector have been quickly forgotten. Determined to avoid this pitfall, Oregon created a panel of statewide leaders charged to monitor achievement of it's strategic goals. This panel, the Oregon Progress Board, then created the benchmarks.

Multnomah County Chair Beverly Stein and Portland Mayor Vera Katz joined together to establish the Portland-Multnomah County Progress Board in September 1993. This local Board adopted benchmarks for the community on January 6, 1994.

The Board of County Commissioners adopted 86 benchmarks specifically for Multnomah County on February 17, 1994, including twelve urgent benchmarks.

Multnomah County's Process for Developing Benchmarks

Development of benchmarks for Multnomah County has been a participative process involving the Board of Commissioners, elected officials, managers, interested employees and citizens. The following is a summary of the process followed by Multnomah County.

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Understanding Benchmarks

An overview presentation on the Oregon benchmarks system was given by Duncan Wyse, Executive Director of the Oregon Progress Board, in mid- September 1993.

Getting Commitment

Members of the Board of County Commissioners, other elected officials and managers agreed to work towards development of benchmarks for Multnomah County. It was recognized that this would be a major planning and priority-setting effort.

The Community Vision

On September 28, 1993, Commissioners, other elected officials and managers reviewed the Multnomah County Visions document, a strategic plan developed through a citizen-based process coordinated by the Citizens Involvement Committee (C.I.C.) in 1989 and updated in 1992. The ten strategic priorities from Visions are listed in Appendix A. Participants also assisted in developing a statement of underlying values for Multnomah County government. That statement follows as Appendix B.

Connecting With Oregon Benchmarks, the Portland-Multnomah County Progress Board Benchmarks and Development of Unique County Benchmarks

Of the nearly three-hundred Oregon benchmarks, consensus emerged that about forty were quite important to Multnomah County. Benchmarks unique to Multnomah County were added to this list as well as some drawn from the Portland/Multnomah Progress Board list.

Citizen Participation

Citizen involvement in developing County benchmarks and selecting urgent benchmarks occurred mainly in November, December and January. The Citizen Involvement Committee [C.I.C.] coordinated an effort which involved briefings to citizen advisory groups, a well-attended community meeting, newsletter articles and a cable television show on the benchmarks. Citizens also completed at-home ballots to vote on urgent benchmarks. This effort was directly targeted at the more than 6,000 people who have identified themselves to C.I.C. as being interested in the affairs of Multnomah County government.

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Finalizing Selection of Benchmarks

On January 18, 1994, the Commissioners, other elected officials and managers held a fifth worksession to finalize the selection of benchmarks for use in the 1994-95 budget preparation process. The group agreed by a consensus on the urgent benchmarks.

Formal Adoption of Benchmarks

On February 17, the Board of County Commissioners adopted resolutions to formally adopt the Multnomah County Benchmarks and the Urgent Benchmarks and to endorse the community benchmarks of the Portland-Multnomah County Progress Board.

Working Towards the Benchmarks

Action plans, programs and initiatives in this budget reflect the urgent benchmarks. The County's performance measures, referred to as performance trends for departments and key results for programs, have also been developed to link our organizational efforts to the benchmarks.

In Multnomah County, we plan to take a systematic approach to developing strategic plans for achievement of our benchmarks. Our priorities will be urgent benchmarks and other benchmarks for which we are principally responsible. As a first step, a matrix listing all benchmarks and identifying County Departments with related responsibilities has been developed.

Benchmarks Development: A Continuing Process

The benchmarks development process should not be viewed as a one-time or isolated event. The benchmarks will be continuously reviewed and refined in the coming years as the County works with interested citizens, the Oregon Progress Board, the Portland-Multnomah Progress Board, County departments and contracted service providers to implement data collection, monitoring and reporting systems. A systematic review and revision of the benchmarks and the set of "urgent' benchmarks will be done annually.

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Multnomah County's Vision

The following ten strategic priorities were identified through the citizen-based strategic planning process, Multnomah County Visions.

For a Safe Community

- Preventing youth from becoming involved in crime and drug abuse through neighborhood and governmental partnership.
- Major revision and adequate funding for the criminal justice system.

For a Healthy Community

- Promotion of health awareness and preventative health programs.
- Assuring access to quality health care for all county residents.

For a Livable Environment

- Defining the county role in the delivery of rural and urban services.
- Preserving valued lands- both urban and rural.

For an Accountable Government

- Revision of current form of government and provision of equitable tax base for the future.
- Making local government more responsive and accessible to its citizens.

For a Productive Community

- Establishment and growth of responsible and appropriate business and industry.
- Incentives for education, training and retraining for existing and projected employment.

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Underlying Values for Multnomah County Government

The following statement of values was developed by the Board of Commissioners, elected department heads and other managers as part of the benchmarks development process.

INTEGRITY: We strive to be honest and fair in all our dealings.

RESPONSIVENESS: As stewards of the public trust, we respect our citizens and work with them as partners. We are consistently open and accessible. Moreover, we actively seek opportunities to involve citizens meaningfully in decision -making.

VISION: We are guided by a vision of a community in which:

* people live without fear of their personal safety;
* basic health needs are met;
* the natural environment is valued and preserved;
* workers find well-paying jobs which fully-use their skills; and
* responsible business and industries flourish.

QUALITY OF SERVICE: We provide effective services by using limited resources wisely. Specifically, we emphasize integrated services, preventive approaches and innovation.

FISCAL RESPONSIBILITY: We recognize that we are spending other people's hard earned money. We manage carefully the funds entrusted to us.

ACCOUNTABILITY: We earn the respect of citizens by providing full information about our goals, our programs, and the standards by which we expect our performance to be evaluated.

TEAMWORK: We cooperate enthusiastically with one another, with other governmental units, and with the private sector because we believe this makes us all more effective.

DIVERSITY: We honor and celebrate differences as sources of strength.

RESPECT FOR EMPLOYEES: County employees are skilled and committed professionals. One important role of elected officials and senior managers is to provide employees with the support they need to do the best job they can.

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Criteria for Selecting Urgent Benchmarks

The following criteria were developed at the Multnomah County benchmarks worksessions to provide a framework for the selection of urgent benchmarks for Multnomah County:

- It is consistent with the underlying values for Multnomah county government, as outlined in the following section;
- It reflects root causes or sources of problems;
- It encourages investment in preventative efforts which will provide a return on investment, even if it may take many years for that return to be realized;
- Multnomah County has directly related responsibilities;
- Reliable measurement standards can be identified, even if the data is not available immediately; and / or
- Data can be made available within the foreseeable future [say less than five years] even though investment in data collection or computer systems may be required.

Additional factors to consider in selecting urgent benchmarks include whether:

- Through collaboration, the opportunity exists to significantly contribute towards progress on a benchmark, although it is not a direct county responsibility;
- Multnomah County has an opportunity to obtain grant funding or otherwise leverage resources to make significant progress towards a benchmark; or

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Multnomah County's Urgent Benchmarks

Children & Families

- **Reduce Teen Pregnancy**
  Pregnancy rate per 1,000 females ages 10 - 17[by ethnicity]

- **Increase Percentage of Drug - Free Babies**
  Percentage of infants whose mothers did not use illicit drugs, alcohol or tobacco during pregnancy.

- **Reduce Domestic Abuse**

  a. **Child Abuse** - Number of children abused or neglected per 1,000 persons under 18. [by ethnicity]
  b. **Spousal Abuse** - Spouse or domestic abused per 1,000 persons [by ethnicity]
  c. **Elderly Abuse** - Elder abuse per 1,000 persons [by ethnicity]

- **Reduce Student Alcohol & Drug Use**
  a. Percentage of students free of involvement with alcohol in the previous month.
  b. Percentage of students free of involvement with illicit drugs in the previous month. [both of the above measured at 8th and 11th grades]

Public Safety

- **Reduce Violent Crime**
  Crimes against people [by juveniles and adults]

- **Increase Success of Diversion Programs**
  Percentage of diverted offenders who commit any offense within one year after completing the diversion program. [by juveniles and adults]

- **Reduce Recidivism**
  Percentage of felons who commit new felonies within three years of re-entry into the community. [by juveniles and adults]

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Multnomah County's Urgent Benchmarks

Access to Services

- **Increase Drug Treatment Services**
  Percentage of people seeking alcohol or drug treatment who receive it.

- **Increase Health Care Services**
  Percentage of population with economic access to health care [by ethnicity]

- **Increase Mental Health Care Services**
  Percentage of population with access to public or private treatment for mental or emotional problems [by children and adults]

Good Government

- **Increase County Workforce and Contractor Diversity**
  Percent of minorities and women presently employed by the County or its contracted service providers versus percent presently available within the local labor market.

- **Increase County Government Accountability & Responsiveness**

  a. **Citizen Satisfaction** - Percentage of citizens who are satisfied that County services are necessary, responsive and cost-effective. [by type of service]

  b. **Government Responsiveness** - percent of citizen volunteers in a governmental advisory capacity who are satisfied that their recommendations were carefully and respectfully considered.

  c. **Cost of Government** - per capita cost of government.

Meeting the Urgent Benchmarks

For Children & Families: REDUCE TEEN PREGNANCY

Current Efforts

- **School-based health centers** include reducing teen pregnancies as a principal goal; comprehensive, confidential and accessible primary care and mental health care is provided.
- **Primary Care Clinics** operating in eight locations throughout the County provide family planning services.
- **The Teen Parent Network** provides programmatic direction for the Health Department's Connection Program for Young Parents which links with eight hospitals.
- **The Teen Parent Family Support Program** provides intake, assessment, referral and case management services to high risk teen mothers and their children.
- **The GIFT Program** serves teen mothers who are also gang affected.
- **Health field teams** make special efforts to assure that teens receive adequate family planning intervention and needed appointments; the teams also perform home visits and provide family planning and sex education.
- **Health educators** provide direct education in classrooms in middle schools and high schools throughout Multnomah county; parent education for men and women on welfare, in substance abuse programs and Children's' Services Division classroom education; and community development by coordinating pregnancy prevention organizations to enhance their efforts within schools and youth groups.
- **Corrections Health** provides family planning services for females (women and teens) while incarcerated.

Meeting the Urgent Benchmarks

For Children & Families: REDUCE TEEN PREGNANCY

New / Expanded Efforts

- **Two new middle-school health clinics** are funded as pilots to determine the impact of earlier teen pregnancy prevention efforts as well as to provide the full range of [portion of $ 207,228]
- **Expanded mental health services in high school clinics** improve student access to services. [$190,374]
- **New "Level 7" grant program** services for at-risk teens can provide pregnant and parenting young women and their children with emergency respite care, transitional housing, case management and access to other client services as needed. [portion of $1.5 million state grant]
- **Full-time Community Health Nurses** in each of the six Family Centers improves the availability of health care services and contraceptive information to teens.
- **The six Family Centers** support Teen Pregnancy prevention efforts, especially repeat teen pregnancies, through the provision of parent development, child development and the community health nursing services.[portion of $615,000].
- **Corrections health** is developing a Family Planning Education Program for juveniles in custody to provide knowledge and support for choice.
- **Child abuse prevention and treatment programs** are perhaps the single most effective approach to teen pregnancy prevention, recent studies suggest; the county's efforts in this area are described under the domestic violence benchmark.

Meeting the Urgent Benchmarks

For Children & Families: INCREASE PERCENTAGE OF DRUG-FREE BABIES

Current Efforts

- **ADAPT identifies pregnant, drug-using women in custody** and provides health services, substance abuse treatment and case management while in custody and upon release.
- **The Alcohol and Drug Program** provides a full continuum of treatment services (detoxification, residential and outpatient treatment) for pregnant women. This includes residential treatment which allows women to be accompanied by their children and, upon delivery, by their babies.
- **Community Health Nurses and field service teams** are responsible for the identification , assessment and case management of vulnerable individuals and families at risk for drug use.
- **Through the Health Department**, a continuum of linked primary health care and drug treatment is provided in community-based Primary Care, Substance Abuse, HIV/AIDS and Mental Health Treatment programs.
- **Three Parent Child Development Centers** provide preventative clinical and home visit services to pregnant women and their families in the neighborhood.
- **HIV prevention outreach workers** working on several different grant programs provide family planning education and referrals for prenatal care.
- **Corrections Health** identifies pregnant women and teens to provide education, prenatal care and referral upon release from custody, including individual and group education on the effects of substance abuse on babies.
- **School-based Health Centers** perform routine alcohol and drug assessments and make referrals for treatment services when necessary for high school students.

Meeting the Urgent Benchmarks

For Children & Families: INCREASE PERCENTAGE OF DRUG-FREE BABIES

New/Expanded Efforts

- **Prenatal Substance Use Intervention** is a new Health Department program to reduce the incidence of drug-affected births; screening, assessment, referral and case management are available for all pregnant women receiving care through the Primary Care Clinics and who are at-risk of drug-affected births. [$121,498]
- **Establishment of six Family Centers**, including three new Parent-Child Development Centers, increases access to Alcohol and other drug treatment programs and the community health nursing services. [portion of $ 615,000]
- **Full-time Community Health Nurses** in each of the six Family Centers improves the ability to identify and get appropriate treatment for women at risk of having drug-affected births. [$224,785]
- **The Target cities alcohol and drug program** provides assessment, case management and referral to drug treatment for pregnant women and women of child-bearing age. [$ 250,000 grant for each of three years]

Meeting the Urgent Benchmarks

For Children & Families: REDUCE DOMESTIC ABUSE

Current Efforts

Child Abuse

- **Child abuse victims are treated immediately** through CARES at the time of medical screening.
- **The Child Abuse Multi-disciplinary Team**, a team also known as MD., consists of an integrated team of District Attorney's Office prosecutors, child specialists and law enforcement personnel. MD. jointly reviews and investigates cases and decides how to proceed with the case.
- **The Juvenile Justice Abused/ Neglected Children Unit's** counselors review all dependency cases and recommend to the court actions which are in the best interest of the child.
- **Touchstone Project**, operated by the Alcohol and Drug Program at the Ockley Green and Beech elementary schools, provides and coordinates family services designed to reduce crisis and stressful circumstances and improve family communication and problem-solving skills where substance abuse is a problem.

Spousal Abuse

- **The District Attorney's Office Domestic Violence Unit** screens all domestic violence cases and aggressively prosecutes those cases; it also monitors a six-month deferred prosecution program and provides victim support services.
- **Community Corrections' Domestic Violence Unit** is working to reduce victimization through a cognitive-behavioral model of supervision and treatment; the program facilitates two anger management groups - one for domestic violence offenders and one for a more general population of offenders with potential for domestic violence.

Elder Abuse

- **Many of the Aging Services Division's programs** are related to the prevention or remediation of elder abuse: adult home care regulation and licensing; public guardianship/ conservatorship; protective services; gatekeepers; and case management.
- **Aging Services' Multi-disciplinary Team** brings a geriatric mental health specialist, a social worker, community health nurses and case managers together to address complex cases involving behavior and health problems.
- **The Portland-Multnomah Commission on Aging** organizes an Elder Safety Coalition in the east county area.

Meeting the Urgent Benchmarks

For Children & Families: REDUCE DOMESTIC ABUSE

New / Expanded Efforts

Child Abuse:

- **Child abuse system improvements are funded** to better coordinate services and tracking of children once they enter the system [$80,000]
- **Child abuse prevention efforts are enhanced** by creation of a fund for Family Centers to allocate for respite services to high risk families [portion of $100,000].
- **The Multnomah Commission on Children and Families (MCCF)** intends to develop strategies for the expansion of available foster care and adoption services for abused and abusive children.
- **The Child Abuse Multi-Disciplinary Team** plans to review area hospital's medical screening procedures.
- **Expansion of treatment services for child abuse victims** through the CARES program to provide immediate treatment and referral at the time of medical screening [$109,969] and creation of a fund for Family Centers to allocate for treatment services to child victims. [$60,000].
- **The new "Level 7" grant program** will provide support for victims of child abuse and children affected by spousal abuse through crisis intervention, respite care and family mediation and counseling for the up to 1,000 children aged 13 or above which can be served through the program. [portion of $1.5 million grant]
- **Expansion of the Touchstone program** to an additional three elementary schools is targeted for children at-risk because of drug/alcohol abuse by their parent(s) [$163,000]

Spousal Abuse:

- **School-based prevention for K-12 grades** will serve approximately 5,400 children and will use a variety of formats to address conflict resolution, dating violence in the home, safety planning and consultation with school staff. [$35,000]
- **Shelter-based prevention** will provide 3,750 hours of child advocate services for about 720 children to expand/enhance children's services within current shelter, the programs will include safety planning, trauma counseling and parenting skills. [$ 75,000]
- **The Family Violence Intervention Steering Committee** will expand monitoring and resource capacity for the intervention system. [$10,000]
- **Establishment of six Family Centers** increases the availability of parent development, child development and the community health nursing services and thereby supports domestic abuse prevention, intervention and treatment efforts.[portion of $615,000].

Meeting the Urgent Benchmarks

For Children & Families: REDUCE DOMESTIC ABUSE

New / Expanded Efforts

Elder Abuse:

- **The Portland/Multnomah County Office on Aging** [PMCOA] will assume a new role as advisors in the licensing of Adult Care Homes. [$20,688 total cost - $ 11,640 general fund]
- **Adult Care Homes will have additional recreational services** due to the addition of a half-time recreational specialist . [21,000 full cost - $ 12,222 general fund]

Meeting the Urgent Benchmarks

For Children & Families: REDUCE STUDENT ALCOHOL & DRUG USE

Current Efforts

- **School-based health centers** perform routine alcohol and illicit drug use assessments and provide referral to mental health or alcohol and drug counselor when necessary for high school students.
- **Mainstream provider's Early Service and Intervention program** works on site at the Justice Services Division to provide alcohol and drug pre-assessment and treatment to youth referred by juvenile counselors.
- **Mainstream alcohol and drug counselors** work with the existing Family Centers to screen and refer youth for prevention and treatment services, as appropriate.
- **The primary care / substance abuse linkage program** involves a community health nurse who is out-stationed part time at Mainstream to work toward better drug treatment outcomes.
- **School-based alcohol and drug abuse prevention services** are an on-going component of Prevention Services of the Alcohol & Drug Program at selected middle schools.
- **The Touchstone Project** at the Ockley Green and Beech elementary schools works with students experiencing problems which increase the risk of student alcohol and drug use and works to strengthen family support skills.
- **Children's mental health and youth programs** also provide school-based services and make referrals for alcohol & drug abuse treatment.
- **The Regional Drug Initiative (RDI)** promotes a variety of public anti-drug programs in the area -- the focus is on reducing substance abuse among youth. Many County departments are actively involved in supporting the RDI effort.
- **A teen alcohol/drug impact panel** based on the DUII Victims Impact panel is provided monthly to teens referred for DUII, minor levels of drug possession or other high risk students.

New / Expanded Efforts

- **The new Level 7 grant program** will make alcohol and drug abuse prevention and treatment services available, as needed, for the up to 1,000 at-risk teenagers it serves.
- **Expansion of the community health nursing services** available through the six Family Centers will support efforts to reduce student alcohol and drug abuse [portion of $615,000].

  Expansion of the Touchstone program to an additional three elementary schools is targeted for children at-risk because of drug/alcohol abuse by their parent(s) [$163,000]

MULTNOMAH COUNTY BENCHMARKS

Meeting the Urgent Benchmarks

For Public Safety: REDUCE VIOLENT CRIME

Current Efforts

Juveniles

- **The Juvenile Justice Services Division** has reduction of juvenile crime, particularly violent juvenile crime, as one of its primary goals; the Division works in cooperation with the Juvenile Court System , governmental agencies and local community providers to balance the needs of community protection, youth accountability and the need to assist youths in developing the skills to become contributing members of a diverse community.
- **The new 96 bed juvenile detention facility** start-up is a major effort which will continue through the coming fiscal year.
- **Detention program alternatives** include the Close Supervision Program and P.A.W. (Probation Alternative Weekend).
- **The G.R.I.T. (Gang Resource Intervention Team)** works with youth involved in gang activity to provide counseling services through the Assessment Intervention Transition Program (A.I.T.P.)
- **A.I.T.P. is a supportive residential program** which provides high-risk or gang-involved youth a stable, secure environment in which they can acquire skills, confidence and support to transition to the community.

Adults

- **The Sheriff works in cooperation with the District Attorney, community corrections and other governmental agencies** to reduce crime through: patrol services in unincorporated areas of Multnomah County, NE Cities and the riverways; safety action teams working in partnership with the communities; administration of an alarm ordinance; and other functions.
- **Five correctional facilities** with a total capacity of 1,343 beds are operated by the Sheriff's Office.
- **Community Corrections** contributes to the reduction of violent crime through a combination of supervision, treatment services and sanctions; the level of supervision of probationers and parolees is more intensive for assaultive offenders and sex offenders.
- **Parole / Probation Officers supervise sex offenders** and work closely with treatment providers , polygraph examiners, law enforcement, prosecutors, schools, and the State Children's Services Division (CSD) to monitor offender behavior and assure compliance with treatment and supervision requirements.
- **The Mental Health commitment process** supports the reduction of violent crime by identifying and placing holds on mentally ill persons who may be potentially dangerous; court ordered treatment is advocated for persons who do not become more stable during the commitment process.

MULTNOMAH COUNTY BENCHMARKS

Meeting the Urgent Benchmarks

For Public Safety: REDUCE VIOLENT CRIME

New / Expanded Efforts

Juveniles:

- **Establishment of six Family Centers** increases access to diversion, family intervention, parent development and alcohol and drug treatment services which may help prevent juvenile violence and support appropriate responses when youth start getting into trouble. [portion of $615,000]
- **New Level 7 grant program** resources are targeted for teenagers who are acting-out and yet do have some family connections intact; the program is focused on helping these at-risk youth when they first begin to get into trouble and thereby preventing the decline into crime. [portion of $1.5 million grant]
- **Additional youth diversion counselors at each of the six Family Centers** will work on violence prevention programs in elementary and middle schools. [$150,000]
- **Replication of Touchstone**, the successful school violence prevention program now at Beech and Ockley Green is funded for three other elementary school sites and includes a Family Intervention Specialist position which identifies children at risk of violence and refers the child and parent(s) to appropriate services. [$163,000]
- **Additional Deputy Sheriffs to work with the District Coordinating Teams** in each of our six districts to assist juvenile counselors and Family Centers [$396,000]
- **Increased supervision of juvenile sex offender cases** is made possible by adding two more juvenile counselors; the caseload per counselor is thereby reduced. [$95,000]
- **Three additional juvenile court counselors** are provided to keep up with the dramatic increase in the number of juvenile offenders. [$ 140,245]
- **Improved security at the juvenile detention hall** is funded to reduce the possibility of escape and to increase safety within the area. [$ 106,950]

Adults:

- **Development of the Sheriff's inmate and warrant information system.**[$183,250]
- **Probation Officers can impose immediate sanctions** for non-compliant behavior and may thereby prevent some violent crime. This capacity is the result of State legislation and the availability of a new set of programs including intensive case management, a day reporting center, and a work release center.

Meeting the Urgent Benchmarks

For Public Safety: REDUCE VIOLENT CRIME by Adults

New / Expanded Efforts (Continued)

- **Expansion of Sheriff's patrol in east county is planned**.
- **Full implementation of the DROP program is planned**: Community Corrections will utilize the 28 beds available in the Courthouse Jail for ex-offenders whose behavior indicates they may be about to re-offend or if they are not in compliance with probation or parole conditions.
- **The addition of a Neighborhood D.A. team in Southeast Portland** is funded [$93,379] to work with the neighborhood groups, law enforcement officials and local businesses to identify quality of life crime issues, to work to resolve them and to thereby reduce the incidence of crime; with this addition, four of the six service districts will have a Neighborhood D.A.program.
- **The new Target cities grant** will provide an in-jail intervention program to identify inmates with alcohol/drug problems or dependence, provide intensive motivational and orientation services to prepare them for successful treatment programs upon discharge.
- **Expansion of mental health services in the jails** and improved linkages with community agencies provide better assessment of inmates and appropriate treatment and supervision to prevent the recycling of people through the jails. [portion of $470,000]

Meeting the Urgent Benchmarks

For Public Safety: INCREASE SUCCESS OF DIVERSION PROGRAMS

Current Efforts

Juvenile:

- **The Juvenile Justice Services Division** currently refers youth to diversion programs including the Family Centers, Theft Talk and V.O.R.P.[Victim-Offender Reconciliation Program] but there is no ability to follow-up on the roughly 50% who do even start the diversion program.

Adult:

- **The District Attorney's Office** recommends diversion , when appropriate, to the STOP Drug Diversion program , the DUII Diversion program and a domestic violence diversion program.
- **The S.T.O.P. Drug Diversion Program** which serves up to 700 clients per year is a collaborative effort with Community Corrections, the circuit court, the D.A., the Public Defender and a private non-profit treatment agency.
- **For individuals diverted from prosecution of DUII charges**, assessment , referral, case monitoring and education/ treatment services are provided. A DUII monitoring program is operated by the D.A. to insure that convicted drunk drivers who have been diverted to treatment comply with the terms of the diversion program.

New / Expanded Efforts

Juvenile:

- **Fundamental restructuring of the juvenile justice system diversion process** maximizes the involvement of parents and ensures that young offenders are held accountable for completing their diversion program requirements. [$550,787]
- **Additional diversion counselors** at each of the six Family Centers will follow-up with youths diverted from juvenile justice system to maintain accountability and to link the child and parent(s) with other support services [$150,000].
- **The new Level 7 grant program** is targeted at pre-delinquent juveniles, but it is also a diversion program appropriate for youth committing status offenses or minor misdemeanors. These youth may be acting-out as a call for help or they may be staying away from their parent(s) as a logical, adaptive response to parental violence, alcoholism or drug abuse. The goals of the program are to provide comprehensive services to support the family remaining in-tact, to help the youth complete high school and to prevent more any serious involvement with the juvenile justice system. [portion of $900,000]

Adult:

- **Fund expansion of the STOP drug diversion program** [$75,000] to reduce the caseload of drug counselors and supervisors who are working directly with offenders whose crimes are directly linked to drug use and abuse.

Meeting the Urgent Benchmarks

For Public Safety: INCREASE SUCCESS OF DIVERSION PROGRAMS

New / Expanded Efforts (continued)

- **Many other new or expanded efforts** which are likely to increase the success of diversion programs are described under the other public safety benchmarks; these efforts include the restitution center, the DROP program, Day reporting, neighborhood D.A. program and additional Probation Officer staffing.

Meeting the Urgent Benchmarks

For Public Safety: REDUCE RECIDIVISIM

Current Efforts

- **Community Corrections** provides an integrated array of supervision, treatment and sanction programs designed to reduce recidivism by assisting offenders to succeed while holding them accountable for their behavior. Intensive treatment/case management services are provided to reduce recidivism and counter the generational impacts of substance abuse, domestic violence, pregnant substance abuse; and prostitution.
- **The District Attorney** prosecutes felony and misdemeanor offenses to serve justice and to deter offenders from committing future crimes.
- **The Adult Mental Health program** subcontracts for mental health treatment for persons released from prison under the supervision of the Psychiatric Review Board with the objective of avoiding future assaultive or explosive behaviors; monthly status reports are provided throughout the term of supervision.
- **In the jails**, inmates can be assigned to work crews, they may work towards high school completion, they may obtain religious counseling and they may receive treatment services on a limited basis for mental health, alcohol and drug abuse problems.
- **Emergency shelter** is provided to parolees in order to assist them in their transition to the community through a program operated by the Community and Family Services Division.

New / Expanded Efforts

Juvenile:

- **Stabilize and expand a number of successful community-based programs** which provide key tools for juvenile workers and family services specialists, including the Victim Offender Reconciliation Project (**VORP**) which sensitizes the offender to the personal cost which the crime imposed upon the victim [$100,000], the **Payback** Program which offers offenders opportunities to work to earn money for restitution to victims [$ 20,000], and **Save our Youth** which offers and intensive, targeted approach to reducing violence among our youth [[$50,000].
- **On-site food service operations at the Juvenile Detention facility** are scheduled to begin in May, 1995, and will serve as a skill-building program for the juveniles who assist in food preparation and service. [$14,370]
- **Expand sex offender treatment programs for children ages 6 to 12** who are both victims and potential/actual sex offenders [$ 65,000].

Meeting the Urgent Benchmarks

For Public Safety: REDUCE RECIDIVISIM

New / Expanded Efforts (continued)

- **Provide intensive sex offender treatment and follow-up** for teenage juvenile offenders: open a 16 bed residential facility at the new juvenile facility to youth who would be otherwise sent to the state training school or go untreated and unsupervised. [The half-year cost of these programs is $434,110].
- **Expanding the community-based sex offender treatment services** available to young people aged 13 to 17 who are currently supervised by juvenile counselors. [$105,000]

Adults:

- **Expansion of health and mental health services in the jails** and improving linkages with community agencies provides better assessment of inmates and appropriate treatment and supervision to prevent the recycling of people through the jails. [$470,000]
- **Additional Probation Officer positions** are budgeted due to increased workload in Community Corrections; the exact number and assignments for these positions will be determined after completion of the workload/time study early in the fiscal year. [$285,612 for one-half year ; approximately $570,000 annualized]
- **The Target Cities grant** provides an in-jail alcohol/drug intervention program to increase referral to community-based treatment and reduce reincarceration rates.
- **Opening of new, transitional beds for parolees at a work release center** will provide a transitional opportunity between State prison and return to the community and thereby reduce the recidivism rate.
- **Expand the Restitution Center** to increase the number of beds from 92 to 120.
- **Increase hours at the Day Reporting Center** to include evening and weekend hours in order to become more accessible for probationers who are employed.

Meeting the Urgent Benchmarks

For Access to Services: INCREASE DRUG TREATMENT SERVICES

Current Efforts

- **The Alcohol and Drug Program** currently funds treatment services for adults and adolescents totaling about $10 million annually. Over 18,000 admissions are made per year to treatment services which include sobering, detoxification, a variety of residential services, outpatient treatment, methadone, treatment and recovery support service. Services are specialized for women, pregnant women, ethnic minorities, adolescents, DUII offenders and homeless persons
- **Community Corrections** secures an extensive range of drug treatment services as part of its case management responsibilities in parole and probation supervision, including: contracts for detoxification, outpatient treatment , intensive outpatient treatment and residential treatment for 600 clients per year; drug-free housing programs serving about 300 clients per year; and about 1,000 clients per year the department's drug testing program.
- **Adult Mental Health** requires the possible substance abuse is part of all mental health intake assessments, and all four quadrant mental health agencies offer mental health services that address substance abuse issues for those with dual diagnosis.
- **The District Attorney's Office**: recommends diversion of DUII offenders or people charge with possession of an illegal substance, as appropriate; and operates a DUII monitoring program to insure that convicted drunk drivers who have been diverted to treatment comply with the terms of the diversion program.
- **The S.T.O.P. Drug Diversion Program** which serves up to 700 clients per year is a collaborative effort with Community Corrections, the circuit court, the D.A., the Public Defender and a private non-profit treatment agency. .
- **The Health Department** provides drug treatment information and referral services through various HIV projects to serve the homeless population, women at-risk and HIV clinic & field service clients.
- **Homeless people** with A/D problems are referred by the Community Action program contractors to the A & D Program for treatment.

New / Expanded Efforts

- **The Target Cities grant**: strengthens the client assessment function to assure the most cost-effective use of treatment resources; and focuses on increasing access to drug and alcohol treatment for people in the corrections system and under the mental health commitment processes. [$900,000]
- **Establishing linkages for on-going treatment of offenders** with community-based providers to allow continuity of treatment after they complete the new in-custody treatment program is a priority.

Meeting the Urgent Benchmarks

For Access to Services: INCREASE DRUG TREATMENT SERVICES

New / Expanded Efforts (continued)

- **Additional housing opportunities** to link people with dual diagnosis of both mental illness and substance abuse problems with necessary supportive services are being developed by Community Development.

MULTNOMAH COUNTY BENCHMARKS

Meeting the Urgent Benchmarks

For Access to Services: INCREASE HEALTH CARE SERVICES

Current Efforts

- **CareOregon** expands services to all within 100% of federal poverty guidelines through the Oregon Health Plan.
- **Eight Primary Care Clinics are operated** by the Health Department at locations around the County; non-English speaking clients are provided with health care in a language they understand.
- **School Based Health Center** program operates in six high schools and provides acute and chronic medical care, reproductive health care, mental health care, physical exams, immunizations and general health guidance to students.
- **Burnside Health Clinic** provides integrated primary health services to culturally diverse, medically indigent and homeless clients who reside in SROs, hotels or on the streets in the West Burnside area.
- **Primary Care/Coalition Clinics** provide access to basic health care for medically indigent residents of Multnomah county.
- **Primary Care/ Homeless Children's Project** ensures availability and access to preventative and primary health care for children and their families who are risk of being homeless with a focus on Hispanic children and their families.
- **The International Health Center** provides primary care services for incoming refugees.
- **Corrections Health** screens all inmates entering the jail and provides prenatal care for pregnant females (women and teens) while incarcerated.
- **HIV Clinic and Field Services** provide high quality primary health care to HIV infected persons who have no other source of care.
- **Aging Services enrolls all Medicaid eligible seniors** (65+) in the State's Medicaid program and assists those above the poverty level to have their Medicare premiums paid by the State.
- **Juvenile Justice** screens and refers youth to health care providers.

New / Expanded Efforts

- **After-hours access to a new Urgent care clinic** reduces emergency room use and thereby keep costs down; under the Oregon Health Plan, CARE Oregon is required to make after-hours care available. [$184,000]
- **Expanded School Based Health Care** is available through two new middle-school health clinics [$ 207,228] and expansion of services to student's families Roosevelt High[$ 81,523]
- **Full-time Community Health Nurses** in each of the six Family Centers improves the availability of health care services and contraceptive information to teens.

Meeting the Urgent Benchmarks

For Access to Services: INCREASE HEALTH CARE SERVICES

New / Expanded Efforts (continued)

- **Coalition health clinics** provide important access for populations who have difficulty accessing the health care system.[$25,000]
- **Additional staffing in Corrections health** is provided in response the significant workload increase in admissions. [$83,000]
- **Planning for a north Portland health clinic** is continued to expand the health care access in north Portland.

MULTNOMAH COUNTY BENCHMARKS

Meeting the Urgent Benchmarks

For Access to Services: INCREASE MENTAL HEALTH CARE SERVICES

Current Efforts

- **The Adult Mental Health program** is being redesigned to provide easy access which eliminates barriers and reaches out to those not traditionally served.
- **The Children's Mental Health and Youth Program** provides managed mental health care, community-based services, school-based mental health and specialized services.
- **Telephone crisis hot line services** are widely publicized to offer information, screening for mental health issues and referral to community providers.
- **Homeless persons with mental illness** are served through Community Action programs providing housing and emergency services.
- **Four multi-disciplinary teams** which advise and counsel ASD case managers on difficult or complex client issues include participants from Aging Services, Health, Community and Family Services and mental health contractors.
- **Community Corrections contracts** with a community agency to provide assessment, consultation, medication management and group therapy on-site at the district offices.
- **Adult Sex offender treatment** is provided by contracted therapists working closely with the Parole and Probation Officers.

New / Expanded Efforts

- **Continued efforts towards regionalization of adult commitment and acute care response services** are a high priority for the Adult Mental Health program in 1994-95.
- **Capitation of Children's Mental Health Services** is being explored as a way to increase access to services using the Partners program as a model.
- **Expanded mental health services in high school clinics** improve student access to services. [$190,374]
- **Improve the access to mental health services for pre-school children** and their families by entering into a partnership with Mt. Hood Head Start to provide assistance to targeting families in mid and east county.[$109,696]
- **Homeless families case management** funding is stabilized to continue at current levels [$120,000]
- **New "Level 7" grant program** provides access, referral and treatment opportunities for the up to 1,000 at-risk youth it serves. [portion of $1.5 million grant]
- **Expansion of mental health services in the jails** and improved linkages with community agencies provide better assessment of inmates and appropriate treatment and supervision to prevent the recycling of people through the jails. [portion of $470,000]
- **Expand project Respond** through the voluntary dues paid to the Association for Portland Progress. [$ 20,000]

Meeting the Urgent Benchmarks

For Good Government: INCREASE COUNTY WORKFORCE AND CONTRACTOR DIVERSITY

Current Efforts

- **The City/County Affirmative Action Office** prepares and implements the county's Affirmative Action Compliance Plan and works with departments to develop and implement strategies to reach the goals.
- **The Employee Services Division** has primary responsibility for affirmative action recruitment and has developed key results measures to report its progress.
- **Cultural Diversity Training** is available to all county employees.
- **A Cultural Diversity Conference** is scheduled in June 1994 to empower the Cultural Diversity Task Force to assist in developing countywide diversity goals and objectives and to set the agenda for training and other activities in fiscal year 1994-95.
- **Every County department** conducts a unique outreach and recruitment to affirmative action hiring efforts in specialized job categories. A few noteworthy efforts are: the Library's efforts to assign public service staff similar to the population using specific services; the "Multicultural Awareness Committee" of the Department of Environmental Services; the Health Department's aggressive practices to improve workforce diversity and bilingual capabilities of staff; the District Attorney's Office outreach for professional positions and encouragement of minority law students to consider a public sector career; and Community Corrections outreach to community and college groups.
- **Contracts require a cultural competency plan and report** from contractors presently working with the Community Action, Youth and Community Development programs; RFPs for Mental Health require descriptions of workforce diversity and cultural diversity.

New / Expanded Efforts

- **Increase outreach and recruitment support** by the Affirmative Action to support goals to hire people of color and women in underrepresented occupations; this support has been available to the City of Portland for some time.
- **Improve affirmative action data** available to division and program managers by upgrading the information system used by the Affirmative Action Office. [$7,000]
- **"Workforce Diversity" is a performance trend** for every department in the county's program performance budget document.
- **Increase managerial accountability** for progress towards affirmative action goals by including this in the new performance evaluation system.

Meeting the Urgent Benchmarks

For Good Government: INCREASE COUNTY WORKFORCE AND CONTRACTOR DIVERSITY

New / Expanded Efforts (continued)

- **Improve participation in Cultural diversity training** by County employees by following-up with people who have not yet attended and by establishing attendance as a requirement for new hires.

- **Implement a workforce diversity "quality improvement" project** in the Department of Environmental Services including department-wide awareness training and financial assistance to divisions to implement their compliance strategies.
- **Increase targeted recruitment efforts** by Community Corrections will be conducted in Southern California, Arizona and Texas.

Meeting the Urgent Benchmarks

For Good Government: INCREASE THE ACCOUNTABILITY & RESPONSIVENESS OF GOVERNMENT

Current Efforts

- **Multnomah County Benchmarks** and a sub-set of urgent benchmarks were adopted by the Board of County Commissioners to provide focus our efforts on long-term goals and preventative strategies.
- **The Portland-Multnomah County Progress Board**, with leadership by the County Chair and City Mayor, has adopted benchmarks for the community and it beginning to advocate for adoption of those benchmarks by governmental, private, non-profit and community organizations.
- **The new program performance budget** document is designed to better communicate what the County is trying to accomplish, how the County functions and to what extent the County is getting results. This budgeting approach represents an important, on-going commitment to increased accountability to policy-makers and the public. Key results and action plans presented in the budget will be monitored during the year to sustain our focus on results and to establish accountability.
- **The RESULTS Campaign** (Reaching Excellent Service Using Leadership and Team Strategies) is underway as a quality services effort to fundamentally restructure the way the County works as an organization: the goal is to create a high performance organization where employee abilities are fully utilized to improve customer service and to keep costs down.
- **A new pay for results performance evaluation system** being implemented for managers supports the focus upon results and accountability.
- **Performance audits** conducted by the Multnomah County Auditor's Office provide independent , in-depth evaluations of governmental efficiency and effectiveness.
- **Recent reorganizations to promote efficiency and effectiveness** include: 1) elimination of the former Department of Social Services as an unnecessary layer of administration ; 2) hiring a new Budget and Quality Manager to provide more analytic support for policy-making and to link our budget and quality efforts to yield improvements in evaluation and service; 3) moving the Purchasing Division into the Finance Department to link their efforts and customer relations; and 4) reorganization and overhaul of the Tax Title program to dispose of tax foreclosed properties more efficiently and to reduce the maintenance costs to the County.
- **Citizen advisory and oversight boards** such as the Citizens Involvement Committee (CIC), the Citizen Budget Advisory Committees (CBAC) for each department and numerous others are in place to increase the accountability and responsiveness of government; within each departmental section is this budget, the departmental services summary concludes with a summary listing of those groups which have a decision-making role over program budgets or policies.

Meeting the Urgent Benchmarks

For Good Government: INCREASE THE ACCOUNTABILITY & RESPONSIVENESS OF GOVERNMENT

Current Efforts (continued)

- **The potential for City / County support services consolidation** is under joint discussion to determine how the two governments can most cost-effectively provide operational support services for Fleet, Electronics, Facilities and Data Processing.
- **Development of a facilities fund system** by Environmental Services has supported program budgeting and created incentives for optimal space utilization.

New / Expanded Efforts

- **Provide training and incentive grants for RESULTS** to employee teams who want to improve service. [$48,200]
- **Support the Portland - Multnomah Progress Board benchmarks** work with shared City/County funding for support staff [$60,000]
- **Survey citizen satisfaction survey** will be conducted to assess our progress towards selected benchmarks as a cooperative effort by the City & County Auditor's Offices [$10,000]
- **Design and administer customer surveys** in various departments across the County to gather specific, detailed information to assist work groups to understand the customers' experiences and to identify opportunities to make improvements.
- **Enhance the County Auditor's capacity** to conduct in-depth performance audits with an allocation for temporary services funds to employ as-needed subject experts [$15,000]
- **Increase facilities infrastructure investment** to begin to address deferred maintenance needs in the county's buildings as the first year of a five year plan [$750,000].
- **Increase computer and information systems** planning and implementation to improve employee productivity and customer services including: 1) a juvenile information system [$413,550]; and 2) a strategic plan will be developed to provide a framework for the County's decentralized information and computer systems. [$ 50,000]
- **Support entrepreneurial efforts** by a one-time-only allocation to hire a Library Marketing Director to start in January or earlier if matching funds are secured [$39,848]
- **Introduce on-line access to updated policies & procedures** through electronic mail connections [$20,000].

Meeting the Urgent Benchmarks

For Good Government: INCREASE THE ACCOUNTABILITY & RESPONSIVENESS OF GOVERNMENT

New / Expanded Efforts (continued)

- **Cut energy costs** throughout a facility energy savings program will be implemented by Environmental Services to gain energy efficiencies and reduce operating costs.
- **Reduce Election Division postage costs** substantially by utilizing "bar code" printing.
- **Improve animal control customer services** in three areas: 1) establishment of a Pet Adoption Center with Clackamas Town Center; 2) increased staffing levels for telephone service to the public; and 3) seven-day per week availability of dead animal removal from public property.
- **Implement Contracting Task Force recommendations** to streamline contracting and renewal processes, to improve coordination between county departments with outside contractors, to focus upon achieving outcomes rather than compliance and to improve the County's capacity to monitor and evaluate programs.

Meeting the Urgent Benchmarks

Future Areas to Explore

Children and Families

Reduce Teen Pregnancy:

- explore the correlation between child abuse, child sexual abuse and teen pregnancy
- use 200,000 in State $ for teen pregnancy research and related pilot project component
- MCCF plan development

- *Student drug & alcohol use:*
- Comprehensive DARE program through the cities- a uniform way to deliver the service
- Target Cities evaluation
- Audit implementation
- Potential to consolidate all school-based, student retention services into a multi-disciplinary team service and organizational structure in the community and Family Services Division

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- *Drug-free babies*
- MCCF plan
- Advocacy with HMO, under Oregon Health Plans -- preventative

- Public Safety
- *Recidivism:*
- An application is pending for a CASEY foundation grant in the amount of 750,000 for each of three years; the grant would to fund the implementation of alternatives to juvenile detention, such as a day reporting center.
- Public Safety council - review of plan

- *Diversion Programs*
- Public Safety Council system will approach

- *Drug Treatment:*
- The Oregon Health Plan will play a central role in financing, controlling and providing alcohol and drug abuse treatment. The County, by virtue of it's responsibilities for numerous pubic health , safety and social services, has a critical stake in assuring that an aggressive level of case identification, referral

and effective treatment is provided to persons who are enrolled in the Oregon Health Plan. Failure to effectively deliver such services would have significant financial, social and criminal justice impact for the residents of Multnomah County.

- Aging Services is working with the A & D program to advocate for seniors in the targeted cities grant priorities.
- training needs of community providers to fill current gaps?
-

- Access to Services
- *Health Care:*
- CARE Oregon implications
- advocacy for working poor
- dental care
- work with MH and Juvenile on capitated system

- *Mental Health Care*
- discuss with Rex/Howard
- capitated system of Children's Mental Health
- inclusion into CARE Oregon -- advocacy for

- Good Government

- *Workforce Diversity*

- Alcohol and Drug program target city grant will provide for minority counselor recruitment and training opportunities to bring minority personnel into the treatment and prevention field.
  Link efforts towards workforce diversity and the RESULTS Campaign

  Domestic Violence:
- The potential to link Level 7 and domestic violence program efforts through cross-training of staff so that both sets of resources are available to counselors at the assessment and referral phases.

Complete Listing of Adopted Benchmarks

Student Drug Use - Percentage of students free of involvement with illicit drugs in the previous month.
[at 8th & 11th grades]

Adult Drug abuse -Percentage of adults who use illegal drugs.

Drug Treatment - percentage of people seeking alcohol or drug treatment who receive it.

Hate crimes - per 1,000 population.

Sense of Safety - percentage of citizens who feel safe and secure from crime.

Violent Crime- crimes against people per 1,000 population. [by juveniles and adults]

Property Crimes - crimes against property per 1,000 population. [by juveniles and adults]

Firearm Injuries - firearm injury rate per 1,000 population.

Weapons Permits- number of concealed weapons permits issued per 1,000 population [by male /female]

Weapons Seized in Schools- number of weapons seized in public schools [by high school or below]

Diversion Programs - percentage of diverted offenders who commit any offense within one year after completing the diversion program. [by juveniles and adults]

Recidivism - Percentage of felons who commit new felonies within three years of re-entry into the community. [by juveniles and adults]

Drugs & Crime -rate of arrestees who have one or more drugs in their system at time of arrest.

Offender drug treatment - percentage of offenders needing drug and alcohol treatment who receive it.

Community Policing - No. of communities involved in a community-based strategic plan for law enforcement.

Victimization: victimization rates for hate crimes, rape , domestic violence and juvenile coerced theft [by ethnicity]

Community Preparedness - percentage of residences, institutions and businesses

which are prepared for an emergency by being able to sustain themselves for 72 hours.

Emergency Losses - Property and person loss due to emergency/ disasters : number of lives lost per 1,000 ; dollar value of loss as a percentage of structure / property exposed.

Emergency Services Preparedness - Percentage of emergency service agencies (defined by ORS 401) with emergency plans and emergency response procedures in place that are regularly exercised and updated per federal standards.

Animal control - Reported incidents of personal injuries from dangerous dogs per 1,000 population.

Family Wage Jobs - Average annual payroll per worker.

Poverty - percentages of citizens with incomes above 100% of the Federal poverty level.[by ethnicity]

Children in Poverty - percentage of children living above poverty. [by ethnicity]

Child Support - Percentage of Court ordered child support paid to single parent families.

Family Wage Jobs - Average annual payroll per worker.

Income - percentages of citizens with incomes above 125% of the Federal poverty level.

High school completion - completed high school or an equivalent program [by ethnicity]

Workforce Readiness - percentage of people who leave post-secondary programs possessing skill sets to match work force needs.

Early Childhood Development - Percentage of children entering kindergarten meeting specific developmental standards for their age.

Readiness to Learn - Percent of children having contact with a public library before starting kindergarten.

Childrens' Library Use - Percentage of children who have library cards and have used them within the last six months. [by selected grades - 1st, 6th and 11th]

Complete Listing of Adopted Benchmarks

Library Use - Books Borrowed per capita.

Adult Literacy - Percentage of adults with english literacy skills [detailed by prose literacy, document literacy,and quantitative literacy]

Water Quality - number of days per year our rivers and streams meet government in-stream water quality standards.

Recycling & Solid Waste- pounds of solid waste landfilled per capita per year.

Open Spaces - Acres of parks and protected green spaces per 1,000 population.

Land Use Planning - Percent of rural lands that are included within a current, approved Rural Area Plan (R.A.P.)

Community Design - percentage of population that lives within one-half mile walk of all of the following: park/open space; transit service; elementary school; neighborhood commercial mode; bike path.

Proximity of Home to Work - Percentage of people who commute [one-way] within 30 minutes between where they live and work.

Transportation Alternatives - percentage of people who commute to and from work and use multiple modes of transportation for commuting.

Infrastructure Investment - Real per capita outlays for public infrastructure.

Clean Streets - percentage of streets rated acceptably clean.

Streamlined Permits/Licenses - Percent of permits/licenses issued within target time period or less

Sense of Community in Neighborhoods - Percentage of people who feels a sense of community in their neighborhood

Civic Participation - Percent of eligible citizens who vote.

Taxes - total taxes per $1,000 income.

Cost of Govt. - per capita cost of government.

Financial Capacity & Performance - Multnomah county's general obligation bond rating

Citizen Satisfaction- Percentage of citizens who are satisfied that County services are necessary, responsive and cost-effective. [by type of service]

Complete Listing of Adopted Benchmarks

Knowledge of Govt. - Percentage of citizens who understand the Oregon governmental system.

Citizen involvement - Percentage of citizens who volunteer at least 50 hours per year to civic, community or non-profit activities.
[by age and ethnicity]

Govt. Responsiveness -
percent of citizen volunteers in a governmental advisory capacity who are satisfied that their recommendations were carefully and respectfully considered.

County Workforce and Contractor Diversity - Percent of minorities and women presently employed by the County or its contracted service providers versus percent presently available within the local labor market.

Govt. Accountability - Percentage of agencies that employ results-oriented performance measures.