

■ Office of Citizen Involvement

MULTNOMAH COUNTY OREGON



CBACs SPEAK!

**Multnomah County Budget Advisory Committees
F/Y 2016 Reports & Recommendations
May 2015**



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Central CBAC

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners
FROM: Teresa Walton, Central CBAC Chair *TW*
DATE: April 27, 2015
SUBJECT: Central Citizen Budget Advisory Committee (CBAC) Report & Recommendations

PROCESS

The Central Citizen Budget Advisory Committee (CCBAC) has members from each of the department Citizen Budget Advisory Committees (CBACs) and is chaired by a member of the Multnomah County Citizen Involvement Committee. This year, the CCBAC met with COO Marissa Madrigal to share priorities. In order to gain knowledge about the shift of mental health services from DCHS into the Health Department, we also met with Health Department Director Joanne Fuller and Human Resources Director Travis Henry. All of these meetings were very informative and provided us a solid foundation for our recommendations.

All of the CBACs have worked hard this year advising their departments as they work to continue providing and enhancing current services. The CBACs will be sharing their individual committee recommendations with you during the scheduled work sessions. Their written reports have been forwarded to you and are also posted on the Citizen Involvement Committee (CIC) web site.

EMERGING ISSUES:

Mental Health Services The CCBAC believes that Mental Health issues continue to be the most important issues facing the county. These issues affect the entire population of the County served and require thoughtful integration into all services provided by the County. The committee also strongly supports the establishment of "upstream" services focused on mental health issues and disparities using reappropriated funds as a result of ACA related savings. A collaborative approach, engaging DCJ, the Sheriff, DA and the Health Department providers to address the issues related to delivery of those services, is essential.

Technology upgrades Upgrades of current internal technology (hardware & software) is critical to the efficient delivery of services and use of staff time. Virtually all departments expressed a need for substantial upgrades, staffing, and training.

Succession Planning The potential brain drain represented by the many county employees that are retiring is alarming and remains in need of attention. The committee strongly supports the Succession Planning initiative and recommends continued support for expansion to all departments and offices. This is especially critical in small offices and divisions where specialized knowledge is held by fewer employees, as well as those such as EMS where qualified staff available 24/7 is essential. Resources put into this initiative will ensure smooth transitions as the County's more tenured and knowledgeable employees move into retirement.

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Equity and Diversity All CBACS emphasized the need for continued expansion of equitable access to services and culturally specific staff. Emerging disparate populations provide the opportunity for enhanced partnerships and collaborations with community organizations to further inform and guide appropriate service delivery.

PROGRAM RECOMMENDATIONS

As the Central CBAC, we focus on high priority county-wide issues and subsequent recommendations regardless of department or office. It is in that spirit that we offer the following recommendations by Department:

- + DCJ Program Offers # 50060-61, 50065A & B, 50056 - Gang Involvement Prevention & Response Efforts, Juvenile Culturally Specific Intervention, Shelter Costs
- + DCJ Program offers 50010-50015, 50024, and 60063-64 dealing with Mental Health and Substance Abuse treatment programs.
- + DA Program # 15007 - Data Research Team
- + DCJ Program # 50019-16 - expansion of the Forensic Lab
- + DCS Program Offers # 91000B & C - Request for additional staff
- + DCM Program Offer # 72021 - Child Care for County Employees
- + DCA Program Offer # 78000A - Equity Position
- + DCA Program # 78020B & C - Network Convergence
- + DA Program Offers # 15203B & C -Neighborhood DAs
- + DHS Program Offers # 25014B & C - Developmental Disabilities Abuse Investigators
- + Sheriff's Program Offers # 60051A-F – 16 - requests to replace vents in the jail facility
- + EMS (Non-D) Program # 10012C Deputy Director position
- + Office of Sustainability (Non-D) Program # 10018-16 - for a new Program Tech
- + Library - request to enhance security measures and technological services

In addition to the above, the District Attorney's CBAC has specifically and strongly recommended that the District Attorney's offices be located in the new courthouse building and the Non-Departmental CBAC strongly encourages evaluation and modification of the performance measure section included in the current Budget Offer Form.

While the Health Department does not yet have an active CBAC due to the transition of the Council, the CCBAC anticipates a full Health Department CBAC will be participating in the next (F/Y 2017) budget cycle. The CCBAC is impressed with the progress and plans shared by the Health Department Director for integration of mental health services as well as the expansion of a host of "upstream" services to address health issues and disparities. We look forward to working with them in the future.

Finally, we want to thank the CBAC committee members, especially the Central CBAC members who put in double duty, for all the time and care they put into this effort. We all thank you for the opportunity to participate and provide our recommendations on behalf of our community. Our thanks as well to the department representatives and especially the Office of Citizen Involvement staff who keep us afloat through the annual budget process.

Community Justice CBAC

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To: Chair Deborah Kafoury and County Board of Commissioners 7 pages
FROM: Lawrence Betcher, Community Justice CBAC Chair
DATE: April 27, 2015
SUBJECT: DCJ Citizen Budget Advisory Committee (CBAC) Report & Recommendations

INTRODUCTION

Our committee commends the exceptional efforts of DCJ staff to incorporate new ideas into their practices and to seek out additional training and team-building activities. In particular, the committee was extremely impressed with DCJ's collaborative efforts with other agencies designed to reduce minority contact with the justice system. Our committee was also thrilled to witness the work that DCJ has done with other agencies and professionals that has led to the extremely positive results in implementing HB 3194. We were impressed that parole and probation officers, judges and DCJ clients all view this work so favorably.

Our committee has been consistently impressed with all of the presenters throughout the year and has the utmost respect for the efforts of DCJ staff in serving a diverse group of clients with often very different profiles and needs. Our committee commends DCJ's efforts to self-evaluate and improve its activities, even when programs are already successful. The committee has felt extremely honored to learn more about the work of DCJ and to meet and listen to presentations from DCJ's hardworking, compassionate and innovative staff.

PROCESS

The first meeting of the Department of Community Justice (DCJ) Citizen Budget Advisory Committee (CBAC) for FY15 was held on May 5, 2014. The committee met eight times to familiarize themselves with departmental activities and review FY16 budget proposals and changes.

During this period the committee met with program managers and staff to become familiar with DCJ programs and funding streams. DCJ staff members included:

- ✦ Jeff Snyder, ASD, Forensic Lab Community Justice Manager
- ✦ Craig Bachman, JSD Custody Confinement Practices, Senior Manager
- ✦ ReGina Guion, ASD Formal Supervised Misdemeanor/Monitored Misdemeanor Probation Supervision Community Justice Manager
- ✦ Christina McMahan, JSD Assistant Director, Racial Ethnic Disparity/Capstone Gang Project
- ✦ Brian Detman, JSD Community Justice Manager
- ✦ Joyce Resare, Business Services Manager
- ✦ Scott Taylor, Director
- ✦ Ginger Martin, Deputy Director

The committee welcomed two new members and lost two members for a core group of seven members.

Members: Lawrence Betcher (Chair), Joanne Burke, Ruth Jones, Jordan Ritchie, Teresa Walton, Zoe Wyse, Jordan Granet, **STAFF:** Karen Rhein

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MAJOR CHANGES from FY2015

1. **Multnomah County Justice Reinvestment Budget (HB 3194):** The committee believes that it is imperative that the Justice Reinvestment Budget is used for community justice projects, and we support all actions by DCJ and Multnomah County to ensure that this budget is fully funded by the state legislature.

Our committee has reviewed the recommendations made by DCJ for allocating the funds from the justice reinvestment budget and our committee strongly supports DCJ in these priorities. We believe that these items will enable DCJ staff to better support clients in their growth and in leading positive lives. The diversity of the initiatives in the DCJ reinvestment budget reflects the wide variety of clients that DCJ currently serves and reflects the efforts that DCJ makes to meet the needs of and improve the lives of all clients and to build a safer community.

2. **Early Intervention and Diversion Program/Racial and Ethnic Disparities (RED) Work:** Our committee reviewed the priorities of DCJ staff and was impressed that DCJ staff are so supportive of increasing countywide efforts to limit minority over-representation in the justice system. We are particularly impressed by the Capstone pilot project, which proposed an early intervention and diversion program, created by the multi-disciplinary team who participated in last year's RED certificate program. We look forward to the assessment of that pilot, and, if deemed successful, we will favor its expansion.

The committee recommends that a variety of efforts be undertaken to decrease minority contact with police and with the justice system in general. The committee recognizes that people from minority groups have a disproportionate amount of contact with the justice system. We believe this is a very serious social justice issue. The committee commends the efforts that DCJ and other departments are already undertaking in this area, and fully supports the continuation of these efforts.

3. **Mental Health Diversion Funding:** Our committee supports DCJ's decision to fund mental health housing services for people who are at risk of continued justice system involvement. We also support the continuation of funding for mental health staffing in the jails in order to assist people in mental health crisis and continued funding for the mental health assessment center. Our committee is pleased to see that DCJ considers these programs to be so supportive of DCJ's mission that it is incorporating these one-time only funding items from the last budget cycle into its current budget.

We understand that having adequate housing resources available is a potential obstacle for the continued expansion of these kind of supportive services for clients who suffer from mental health issues or other challenges. While we find DCJ's current efforts in this area very commendable, we also support the larger goal of improving availability of supportive housing and associated services for people with a variety of mental health and substance abuse challenges.

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We recognize that this will require a larger conversation that needs to include other agencies and professionals besides DCJ, but we feel that discussing how to scale up creation of housing resources for people with a variety of issues is essential to supporting clients. We want all clients to have a safe, stable space so that they can work on their recovery. We believe that it would be very unfortunate if clients were to find themselves in a position in which they end up returning to prison or jail simply because there are not adequate housing resources in our community tailored to their needs. We recognize that this is a conversation that needs to happen in a collaborative way, and is not something that DCJ can accomplish singlehandedly, but we hope creating more safe and supportive housing for especially vulnerable clients will make our community more inclusive, accepting and safer for everyone.

EMERGING ISSUES

1. **Forensic Lab:** Our committee recognizes the importance of the work done by the DCJ forensic lab and recommends that it be funded at an adequate level to continue its current activities, which the committee feels support the mission of DCJ. The committee would like to have the department look at additional resources to support the program efforts.
2. **Veterans' Issues:** Many men and women return from their military service and are stable, productive and inspiring members of our community. Unfortunately, some men and women who are veterans of our military may experience a variety of problematic issues, including PTSD, other mental health challenges, anger management issues (which can lead to domestic violence and general aggression), substance abuse challenges, and general reintegration issues. These issues may bring some people into contact with the criminal justice system. Traumatic brain injury (TBI) is especially prevalent among veterans returning from the wars in Iraq and Afghanistan. Issues associated with TBI are often long-standing and difficult to treat, and may lead to poor judgment, memory issues, and a multitude of other challenges. Impairment from TBI can be profound.

This issue will therefore require engagement with medical providers, veterans' groups, housing services groups, and other stakeholders, as well as with police, corrections staff, and judges, etc. Some people with these issues may behave in ways that are dangerous and difficult to deal with. However, we believe it is vital to remember that many of these issues are biological and medical in nature, and they require appropriate medical and psychosocial treatment. This is a diverse population that requires a flexible, thoughtful and individualized approach.

3. **Londer Learning Center:** Londer Learning Center provides GED preparation services for clients on probation and parole. The committee recommends that parole and probation officers increase referrals for their clients to Londer Learning Center when it would meet a client's learning needs. Education is an essential element in improving prospects for employment and increasing overall life opportunity for many clients. Increasing opportunities for individuals held in the jails to access education should also be a priority for DCJ.

We also believe it is important to actively work to improve community attitudes and policies towards employing individuals with a history of involvement with the justice system. We welcome changes in policies that recognize that many people are able to make meaningful life changes. We hope that as a community we can support them in their efforts to focus on their education, gain housing in safe neighborhoods where they can focus on their recovery, have access to important social safety net benefits if these would be useful, and be productive members of companies, schools, organizations and of our community.

When clients have hope of meaningful employment, housing options in safe neighborhoods, access to safety net benefits that they would be qualified for, and full integration into the fabric of our community, we believe they will be more likely to feel hopeful about their future. We believe their hope for their future will then empower them to engage more constructively in the positive recovery efforts that will lead them to be able to contribute to our community in ways that will inspire us and that will make our community safer and stronger for everyone.

4. **Title IV-E:** DCJ has received funding to work with youth and their families in order to support youth staying in their homes rather than being incarcerated. We believe this is very positive work, and we are excited to continue to hear updates on the progress of this initiative. Enabling youth to remain in their normal communities, while developing positive ways of interacting and contributing to the community is an extremely worthwhile goal, and we believe it is much better for young people to be part of their community whenever possible, rather than living in jails and prisons. We hope to continue to learn more about similar projects.

RECOMMENDATIONS/CONCERNS

1. **Full Spectrum of Mental Health and Substance Abuse Treatment:** Implementation of the Affordable Care Act has led to significant changes in the way that substance abuse and mental health services for clients are funded. Many clients who previously relied on funding from DCJ to meet their substance abuse and mental health treatment needs are now able to secure funding through their health insurance. This shift in funding creates opportunities for a redirection of DCJ money. DCJ's initial predictions that 70% of clients would be eligible for health insurance coverage under ACA appear to have been remarkably accurate.

Although many DCJ clients qualify for health care, including substance abuse and mental health services, there are still some challenges in providing adequate access to these services in our community. It will likely be less expensive, less demeaning and far more productive for these clients if they can access appropriate resources in an outpatient setting in our community than if clients are unable to access these services and end up returning to prison or jail. Ensuring that a spectrum of therapeutic options exists, consistent with the idea that clients should be provided with the "least restrictive alternative" to meet their needs, is necessary for ensuring continued progress in this area.

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The committee supports the continuation of the efforts already underway by DCJ and other stakeholders to improve substance abuse and mental health treatment for clients. In addition, our committee is impressed with DCJ's efforts to provide the medication Vivitrol to individuals attempting to overcome addiction issues.

There is a need to provide services for individuals currently served by DCJ, but also to collaborate with other agencies and professionals to incorporate preventive services so that clients do not end up being involved in the justice system in the first place. The committee supports a conceptualization of mental health and substance abuse issues as fundamentally medical and psychosocial issues that may in some cases lead to behavior that is not acceptable to society.

In spite of the potential for this behavior to occur, the committee recognizes that these issues fundamentally require a medical and psychosocial approach, rather than a criminalized approach, to intervention. We support utilizing the "least restrictive alternative" to help clients address these challenges, and recognize that a major obstacle to this is in creating an adequate infrastructure of programs and resources in our community to meet client needs. Addressing these issues effectively will likely require a creative, collaborative, sustained and individualized approach.

2. **Gang Involvement Prevention and Response Efforts Needed:** The committee is concerned that there is a great deal of gang involvement and resulting gang violence particularly in MidCounty and in Gresham. We would like to see efforts continued to prevent gang involvement and to reach out to those who are involved in gangs using increased community policing. The committee recognizes that efforts to target services to those involved in gangs will likely be more effective if service providers and outreach workers in the police and in our community can build rapport with clients and can understand the variety of cultural and social backgrounds of clients. The department should build on the Community Healing Initiative (CHI) model, which brings culturally-responsive case management and pro-social programming together with referrals to needed services (health care, counseling, therapy, etc.). This creates stronger connections between police, youth and communities, which was a theme of the OJJDP Gang Assessment Report.

The committee would like to see increased prevention efforts so that there will be less violence in our community and also less criminal justice system involvement for these people. We believe that efforts to increase community policing, in which police know the people in their neighborhoods, understand the relevant social dynamics, and can intervene in positive ways before problems escalate, could be very helpful in addressing these issues. Our committee also supports an effort to utilize the wisdom and life experience of former gang members who understand these issues in order to prevent others from entering gangs. The committee also recognizes that promoting active engagement in education and encouraging school policies that focus on the inclusion of all students (even if they have learning or behavior challenges) will also likely be helpful in preventing young people from finding their meaningful social connections in gangs.

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3. **Victim Services:** Though commitment to crime victims is one of DCJ's strategic goals, past actions in this area have largely been left to the DA's office. While the DA's office has an obvious and important interest in engaging with crime victims, it should also be clear that some level of victim support should continue beyond the trial and incarceration of offenders. The offers in the FY 2016 budget specifically benefiting victims are a good step toward fulfilling the DCJ goals. The committee expects concrete deliverables in this area.
4. **Isolation/segregation practices in correctional institutions for clients:** The committee recognizes that practices in correctional institutions affect clients who subsequently come under the supervision of DCJ. Isolation practices in prisons reliably lead many people to have a decreased ability to function well in society. These practices often lead to decreased positive social behavior (which is needed for healthy integration into our community) and in some cases very seriously harm clients' mental states (e.g. isolation can lead to psychosis, catatonia, increased rage and aggression, inability to concentrate, tiredness and apathy, depression and mental disintegration, etc). Brain research has demonstrated that people who are held in conditions of solitary confinement experience observable adverse brain changes after as little as one week, and that in some cases the effects of solitary confinement can be as injurious as traumatic head injuries.

Experts have recognized solitary confinement as a form of torture. A national bipartisan committee on Safety & Abuse in America's Prisons in 2006 recommended eliminating the use of solitary confinement (isolation) in prisons due to its harmful effects. This commission recommended using any segregation as a last resort approach, but specified that segregation should still involve regular human contact for segregated people. Our committee believes that DCJ should work with staff at the Department of Corrections and with other stakeholders to collectively address these issues. Putting people in a situation in which they have no opportunity for regular discussion and normal human contact with other people is very harmful to them.

ADDENDUM

Isolation NS Segregation Practices

We believe that all people need to have the opportunity to regularly interact with others, and we believe that the failure to provide this (even though it is often very well-intentioned) is a serious human rights violation. Research has shown that people who are consistently deprived of regular human contact (in various settings) do poorly, and while the manifestations of this vary from person to person, with some people being more resilient than others, and the exact effects differing from person to person, it is never an acceptable practice.

We further believe that this is not a question of whether or not this is an evidence-based practice, although it is clearly an extremely ineffective practice which is not supported by good evidence, since it tends to make some people significantly angrier and more aggressive, while making others increasingly mentally unstable. Neither of these are productive outcomes for our community. This is a question of whether we are choosing to continue a practice that is fundamentally morally abhorrent to what our

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community stands for and is profoundly hurtful to others, or whether we are willing to move in the direction of interventions that are oriented towards healing, rehabilitation, and recovery.

The British have been very effective at working with high-risk individuals by providing smaller community structures for them, allowing them more choices and input about their day, giving them education and work to do, and making them feel socially connected and treated with dignity. We believe this is a very solvable problem. It is a question of generating the necessary political will to make these changes.

Community Services CBAC

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners 2 pages
FROM: Brian Harvey, Community Services CBAC Chair
DATE: April 27, 2015
SUBJECT: DCS Citizen Budget Advisory Committee (CBAC) Report & Recommendations

PROCESS

We initially met with Kim Peoples, DCS Director, who provided us with an overview of the Department of Community Services' responsibilities, structure, budget, and strategic planning efforts. Staff then oriented us to the CBAC process and we prioritized which division directors we wanted to meet with. We met with:

- ✚ Mike Oswald, Director, Animal Services
- ✚ Tim Scott, Director, Elections
- ✚ Joanna Valencia and Lindsey Nesbitt, Senior Planners, Land Use and Transportation Planning
- ✚ Brian Vincent, Director, Road and Bridge Services Divisions

Each presenter shared an overview of their division's functions and responsibilities, current budget, strategic planning goals, and any new program offers. CBAC members asked questions and requested clarification during each presentation, and found the division representatives forthcoming in their responses. Following the presentations, the CBAC discussed the merits of the various program offers and developed our recommendations.

MAJOR CHANGES

Over the last year, DCS has completed a strategic planning process that strongly influenced the preparation of budgets and program offers. The CBAC appreciates how the department purposefully used the Strategic Plan to complete the FY 16 budget. Our recommendations, below, are also informed by the current fiscal realities. The pleasant circumstance of an overall increase in the county's projected revenue offers the opportunity to consider enhancement of existing programs and development of new programs.

EMERGING ISSUES

Transportation

Our committee was asked to consider the unmet needs for roads (repairs and maintenance) and bridges (essential seismic enhancements) reflected in the county's current transportation budgets. While the Burnside Bridge has been prioritized for seismic upgrades and addressed in this budget/report because of its importance as an arterial traffic way; county staff and the committee have been frank about the real urgency for other bridges and roads. We know, and have known for some years, that current projections and actual revenues (like gas taxes) are inadequate for the planning and construction required, and that the cost to repair neglected infrastructure increases with time. We recognize an

Members: Brian Harvey (chair), Debra Giannini, Kay Metsger, Carolyn Manke, Fern Elledge, John Conway, **Staff:** Samuel Konadu, Tom Hansell

Community Services CBAC

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urgent need for stable and adequate funding and/or new funding models, and call upon leadership to advance inter-agency collaborations, grants, and special funding mechanisms to address the need.

RECOMMENDATIONS

We were impressed that the new program offers are aligned with the department's Strategic Plan. We found value in each of the proposals. Details of each of the program offers follow.

- ✚ **91000B, Director's Office Management Assistant.** The addition of a management assistant will address the loss of administrative capacity due to years of shrinking budgets. We strongly support funding this position to support implementation of the strategic plan, encourage process improvements, and move the department's equity and diversity program forward.
- ✚ **91000C, Director's Office Research and Evaluation Analyst.** This new position will provide DCS with the capacity to conduct program evaluation and research that will monitor progress and enhance operational decisions. We support this position, as it aligns with the department's strategic planning goal of improved customer service through collection and analysis of customer satisfaction data.
- ✚ **91007B, Veterinary Services Continuation.** This program will add a veterinarian and certified veterinary technician to the Animal Services veterinary team. The addition of staff has proved its merit in saving the lives of shelter animals by allowing the division to provide seven day/week services. The program was initially piloted with donations in FY 14 and funded on a One Time Only (OTO) basis in FY 15. We strongly recommend adoption of this program, which has demonstrated that it increases live releases and improves customer service. These services also support the county's equity goals by increasing access for low-income pet owners.
- ✚ **91007C, Animal Services Foster Rescue.** This OTO request follows a successful pilot of the program in FY 15 with donated funds. We strongly support this program, which increases the number of partner agencies who assist with fostering and placing shelter animals in homes. The pilot has demonstrated that the program benefits both pets and people while helping build external support for the department and contributing to the increase in the live release rate.
- ✚ **91008B, Elections Voter Education and Outreach.** We recommend funding for this project, which aligns with the department's equity strategy to work with the community in identifying and addressing barriers to voter participation.
- ✚ **91021 A&B, Land Use Planning Customer Service and Compliance.** These two program offers backfill for caseload management capacity within Land Use Planning and address issues of succession planning and workforce development. We support the department's efforts to improve customer service and take a proactive approach to code compliance verification.
- ✚ **91027, Land Use Comprehensive Plan Update.** We support this OTO request to complete the work begun in FY 15 to update and create consistency within codes and support community needs and goals.

Members: Brian Harvey (chair), Debra Giannini, Kay Metsger, Carolyn Manke, Fern Elledge, John Conway, **Staff:** Samuel Konadu, Tom Hansell

County Human Services CBAC

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners 3 pages
FROM: Beth Crane, County Human Services CBAC Chair
DATE: April 27, 2015
SUBJECT: DCHS Citizen Budget Advisory Committee (CBAC) Report & Recommendations

INTRODUCTION

The DCHS CBAC is happy to recognize that the FY 2016 budget is the best we've had in many years and we are delighted to be in a positive revenue environment. It is our understanding that there are FY 2015-16 One-Time-Only resources of \$8 million above the maintaining current service levels (assuming no changes to PERS via pending court decisions). We are excited to recommend equitable program offers that will serve and protect the most vulnerable populations in our communities as well as investments in infrastructure that support data informed decisions for the future.

EMERGING ISSUES

Our CBAC wishes to share with the Chair highlights from our discussion related to program offer 21539D Racial Justice Initiative. Our CBAC is very supportive of the overall goals of this program. We understand that the 2014-15 allocation has only just recently been operationalized in contracts in January of 2015, from which we infer that there is still a great deal of unspent funding still available in the current period.

The CBAC recommends that the Board allow the program to carryover those unspent funds into the next period and consider adding additional funds to support the ongoing work through the next budget period, possibly at a lower level than the current program request, but would still keep the planned service level maintained. Additionally, the CBAC recommends that this initiative be extended beyond youth to include support for seniors, persons with disabilities, and members of the lesbian, gay, bisexual, transgendered communities of color. The CBAC will continue to discuss this initiative and provide more feedback in our next communication.

Our CBAC also seeks to express our strong encouragement of an approach to all services and programs that considers diversity in its many strands. Awareness of the special circumstances faced by various vulnerable populations should be a keystone concept for providers of public services in DHS in its constant search for improved customer service experience.

RECOMMENDATIONS

In-Target

The DCHS Citizen Budget Advisory Board voted to adopt the recommendations from the Director in this category without change. The CBAC supports the Director's priorities to establish Department infrastructure and the identified strategies to achieve capacity and capability.

County Human Services CBAC

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Out of Target

In addition, we are recommending funding for the following Out of Target program offers. We've organized them by offer type and listed them in priority order with #1 being the highest priority. Ideally, we'd like to see all these program offers funded:

Backfill

- + 25014B Developmental Disabilities Abuse Investigation, Program Technician
- + 25014C Developmental Disabilities Abuse Investigations, Program Specialist
- + 25149B Social and Support Services for Educational Success-Scale
- + 25138B Runaway Youth Services, Maintain Current Service Level
- + 25044B Domestic Violence Administration and Coordination

The DHS CBAC notes that the programs described in the Backfill category may receive funding from other sources and these are contingency requests in the event those expected resources do not materialize. Should additional funding become available, the DHS CBAC recommends these County general fund savings be redirected to support the programs described below.

Expansion

- + 25000B Director's Office Performance Management
- + 25111B Year Round (Warming) Center
- + 25155B Sexual Minority Youth-Expansion
- + 25026B Aging, Disabilities and Veteran Services Division, Public Guardian/Conservator-Expansion
- + 25025B ADVSD Veteran's Services-Expansion
- + 25047B Domestic Violence Response Team-Expansion
- + 25136B Homeless Youth Services Mental Health and Addictions Engagement
- + 25159B School Attendance Supports-Expanded Services
- + 25156C Bienestar, Expand Service Capacity
- + 25152B Early Kindergarten Transition-Expansion
- + 25156B Bienestar, Social Services Scale: Improve Access
- + 25133B HSVP Streetroots \$20K

New

- + 25133C DCHS Housing Team
- + 25014D Developmental Disabilities Abuse Investigations-Clinical Services Specialist
- + 25002B Business Services and Operations-Contract Specialist
- + 25139D Racial Justice Initiative
- + 25139C Computers for HeadStart Graduates
- + 25139B Culturally Specific Day Labor Programming
- + 25000C General Information and Referral

We expect to continue to work with you to protect the most vulnerable people in our county; build a more just and equitable community, as well as support infrastructure that facilitates excellent decision-making in a complex environment.

Members: Beth Crane (Chair), Bill Barnes (Vice Chair), Tamara Maher, Keith Vann, Stephen Arnold, Mark Lewinsohn, **Staff:** Keith Falkenberg

County Human Services CBAC

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- ✚ 25000C General Information and Referral

We expect to continue to work with you to protect the most vulnerable people in our county; build a more just and equitable community, as well as support infrastructure that facilitates excellent decision-making in a complex environment.

Members: Beth Crane (Chair), Bill Barnes (Vice Chair), Tamara Maher, Keith Vann, Stephen Arnold, Mark Lewinsohn, **Staff:** Keith Falkenberg

District Attorney CBAC

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners
FROM: District Attorney CBAC
DATE: April 27, 2015
SUBJECT: DA Citizen Budget Advisory Committee (CBAC) Report & Recommendations

INTRODUCTION

We are pleased that the county is preparing an existing service level budget. For nearly a decade, county government, including the public safety system, has faced budgetary pressures which threatened essential programs. During the economic downturn, the District Attorney relied on prudent fiscal stewardship to preserve essential programs whenever possible. While that fiscal stewardship resulted in more efficient and effective policies in many areas, it also prevented the District Attorney from expanding important programs. As the budgetary pressures begin to ease, we look forward to the possibility that additional funding to expand such programs may be available.

PROCESS

The District Attorney's Citizens Budget Advisory Committee (CBAC) has met with the District Attorney (DA) and members of budget staff on five occasions so far during the FY 2016 budget season. Meetings have been well attended by CBAC members. Throughout our meetings we had robust discussions on many topics:

- ✚ Crime trends in the county
- ✚ Post-conviction review and other innovative programs in similar jurisdictions
- ✚ Livability changes to certain neighborhoods and the importance and role the District Attorney's Office plays in addressing those changes
- ✚ The need for accurate and reliable data to make sound prosecutorial decisions as well as decisions regarding resource allocation
- ✚ The need for an update to the current CRIMES case management system to ensure continuity of operations
- ✚ Targeted interventions and the impact of MCDA community involvement at every level
- ✚ Technology as a means to ensure the use of best practices and operational efficiencies.

During our first meeting on December 18, 2014, we reviewed the current FY2015 budget, covered Multnomah County's budgeting process, the General Fund outlook for FY2016, and potential external (Fed/State/City) revenue increases. We were pleased to learn that the County is budgeting for an existing service level for the second consecutive year. We also planned our meeting schedule for the remainder of the current budget cycle.

Our second meeting on January 7, 2015 was attended by two guest Deputy District Attorneys, Jim Hayden and Caroline Wong who gave presentations on key programs in the FY2016 budget, the Neighborhood DA Program and the Justice Reinvestment Program.

Members: Dick Wegner (Chair), Mike Delman, Cliff Wamacks, , Charles Wilhoite, Lisabeth Kaufman, Richard Ladick, **Staff:** Allen Vogt

District Attorney CBAC

Office of Citizen Involvement

During our third meeting, held on January 28, 2015, we reviewed possible shifts from General Fund to Other Funds, Shifts between General Fund programs, On-going Out-of-Target Programs, One-Time-Only (OTO) Out-of-Target Programs, and reviewed changes in state and federal funding sources.

Our fourth meeting was held on February 11, 2015, and served as a final review of the FY2016 Multnomah County District Attorney Requested Budget before it was submitted to the Chair's Office on February 13, 2015.

Our final meeting was held on March 11, 2015, in order to produce this letter of recommendations.

MAJOR CHANGES

The District Attorney has put forth seven out-of-target program offers for your consideration. Five of the program offers represent ongoing funding requests and the remaining two are one-time-only requests for a technology upgrades.

RECOMMENDATIONS

Understanding that resources are limited, we have ranked the District Attorney's out-of-target requests. However, our position is that all of these programs are important to the public safety system and will either a) improve system efficiency and reduce costs or b) support vulnerable members of our community who need help in navigating the justice system. We did not include the OTO request in this ranking because it does not require ongoing funding, but we recommend that the county fund the program because it will save money over time.

Ongoing General Fund Programs:

15007 – Data Research Team The Multnomah County District Attorney's Office recognizes the value of making data- driven decisions and seeks to enhance its ability to do so. The creation of a Data Research Team staffed with a Research Analyst Senior (shared 70/30 with the HB3194 Justice Reinvestment Program) and a Research Analyst 2 represent a significant step towards improving those capabilities. The CBAC also wishes to voice its support for a possible addition to currently requested funding for short-term consulting services to accelerate the implementation of the program.

15203B – Rockwood Neighborhood DA

15203C – Albina Neighborhood DA A key driver of recommendations to maintain and expand the Neighborhood DA Programming is the shift in criminal activity to the eastern part of the county. In response to that shift, the MCDA Neighborhood DA Program has been expanded through the creation of the Rockwood Neighborhood DA position aimed at addressing the significant rise in gang and violent activity in that area. The position aims to shift from the traditional prosecution/criminal justice focus to one that also includes intervention and community involvement. In addition, the FY 2016 budget requests general fund backfill to continue other Neighborhood DA activities in the Albina/Killingsworth area that were previously funded via a federal grant.

District Attorney CBAC

Office of Citizen Involvement

15306B – Post Conviction Program – Legal Assistant The Multnomah County Post-Conviction Deputy District Attorney Program is a new cutting edge adaptation of prosecution functions and reflects a pro-active approach to justice. This program is the first of its kind in Oregon and one of only about a dozen such programs in existence across the country. The program will focus on issues dealing with criminal cases following their conviction. First and foremost, the responsibility of this program will be to work on cases of persons claiming wrongful conviction and will review and respond to all claims of actual innocence. While the Level 3 Deputy District Attorney position is covered within the General Fund allocation, this program offer funds for a Legal Assistant position to cover the administrative tasks of the program.

One Time Only (OTO) General Fund Programs:

15008 – Law Enforcement Body Camera Start Up One technological driver of this year's budget results from the recent announcement by local law enforcement agencies of their intention to equip their officers with body mounted video cameras in the coming fiscal year. Once implemented, MCDA will face the task of having to handle a large increase in the quantity of digital evidence that the captured video represents. Funds to purchase the required computer servers to handle the increased data storage are requested in the out-of-target program offer 15008.

15009 – CRIMES Replacement Another technological challenge stems from the need to continue to meet legislative requirements in the face of changing technologies. For the past 14 years the CRIMES case management software system has allowed MCDA to meet these legislative requirements; however, the system is rapidly becoming obsolete and increasingly difficult and costly to maintain and license. In cooperation with Multnomah County IT, the MCDA IT department has begun evaluation of modern alternatives and seeks funding in FY 2016 to replace CRIMES.

Non-General Fund Programs

15011 – HB3194 Justice Reinvestment – DA Program Staff This program offer complements the existing Prevention, Intervention, Reentry Program Coordinator (PIRPC) that oversees the effectiveness and outcomes of Multnomah County's specialty courts and works with systems partners to reduce recidivism and find alternatives to jail and prison. As the program moves in to its second year, and program participants begin probation and parole sentences, the addition of a Parole Violation DDA (0.50 FTE) and Legal Assistant (0.50 FTE) will allow the continuation of the program as it was designed. In addition, the Research Evaluation Analyst Sr. position (0.30 FTE – remaining 0.7 FTE funded in the Data Research Team) will provide a rigorous evaluation of the efficacy of the program in reaching the desired outcomes. Finally, a Victim Advocate (1.00 FTE) also is included in the program offer reflecting the District Attorney and Citizen Budget Advisory Committee commitment to improving services to victims.

Health Department CBAC

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners

FROM: Wendy Lear, Health Department Operations Deputy *Wendy Lear*

DATE: April 27, 2015

SUBJECT: Health Department Budget Advisory Committee (CBAC) Report & Recommendations

This letter is in lieu of Health Department CBAC representation at this year's CCBAC events. Historically the Health department's consumer majority Community Health Council (CIC) has served as the Department's CBAC. The CIC has done an excellent job in this role; however the recent HRSA audit requires the CIC to refocus exclusively on their health center governance role. The Department is forming a traditional CBAC so that we have independent community members who review and make budgetary recommendations on the wide array of programs and services we provide including public health, health center services, and effective July 1, 2015, mental health and addiction services.

The Health Department, with the help of the Office of Citizen Involvement, has recruited three CBAC members: Nafisa Fai, Nancy Ramirez-Arriaga and Rosa-Ana Valderrama. Their first meeting was held this week with a follow up meeting scheduled in April. We are working with our new CBAC members, the Community Health Council, and the various Mental Health and Addictions advisory committees and hope to have a full complement of seven CBAC members by the end of April.

We will partner with our CBAC to ensure the Health Department's budget and financial investments align with our strategic priorities and commitments to further health equity. Our strategic priorities for 2014-2016, are to:

- ✚ Improve health outcomes and health equity;
- ✚ provide leadership in assuring quality, affordability, and access to healthcare for poor and vulnerable communities as part of health system transformation;
- ✚ increase the diversity of our organization at all levels to reflect the populations we serve;
- ✚ support a healthy and sustainable organization.

We are recruiting individuals for our CBAC who believe in our vision of healthy people in healthy communities and who are passionate about health equity. We look forward to including our CBAC members in our department's budget presentation to the Board on May 27th.

Library Advisory Board

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners 4 pages
FROM: Library Advisory Board
DATE: April 27, 2015
SUBJECT: Library Advisory Board Report & Recommendations

INTRODUCTION

The Multnomah County Library District's proposed budget includes steps that the Library Advisory Board feels will serve the library well in terms of fulfilling the diverse needs of the community. With the library district funding in place, the library is better able to evaluate the needs of its users and go beyond replacing services that were cut in past years. The Library Advisory Board is proud to support the library in its effort to expand its staff in a manner that will provide improved services throughout the library system, increase security, and support library staff to provide information services in this time of rapid technological advances.

A number of changes included in the Fiscal Year 2015 budget were well implemented over the past year. The thorough investigation of IT costs and services has led to the fine-tuning of library costs and needs in that department. The hiring of a security expert has led to the current development of a comprehensive library district security plan, discussed below. As always, we believe the training for library staff and increase in the book budget have greatly benefited library patrons.

The proposed budget for Fiscal Year 2016 includes an expansion of services beyond what has been provided in previous years. These additions have been well thought out and assist in the fulfillment of the library mission statement and director's goals. While we make some recommendations below, please know of our strong support for the budget and the work of the library staff.

PROCESS

In accordance with chapter 19 of the county code, the Library Advisory Board continued to serve as the Citizen Budget Advisory Committee for the library. Your 17-member Library Advisory Board held monthly meetings throughout the year and remained well-educated on library operations, programs, policies, priorities, and the library's budget, as well as issues facing public libraries in general.

A subcommittee of the Library Advisory Board, the Finance Committee, conducted an in-depth review of the library's proposed Fiscal Year 2016 budget. The Finance Committee met six times over the winter and has reported to the full Library Advisory Board on a monthly basis. Library Director Vailey Oehlke and Deputy Director Becky Cobb attended these meetings and provided information, reports, and budget briefings for the committee's review.

In addition, the Finance Committee met with Economist and Deputy Budget Director Mike Jaspin to better understand the forecast revenues for the library district. It also met with the Manager of Strategic Planning and Projects Peggidy Yates to learn more about Fiscal Year 2016 facilities rates and to review

Members: *Sola Whitehead (Chair)*, Danika Stochosky (Vice Chair), Elizabeth Hawthorne*, John Potter*, Marc Alifanz, Katie Lane, Mardy Stevens*, Emma Caplan, Ya-Li Lizik, Maegan Vidal, Erin Cooper*, Jack MacNichol*, Carlene Weldon*, George Feldman, José Padin, Brian Wilson, Staff: Becky Cobb*
**Finance Committee*

Library Advisory Board

Office of Citizen Involvement

the strategic plans for county facilities. This presentation was particularly relevant in terms of understanding the future capital planning needs for library buildings.

The Finance Committee also attended a presentation by Bob Leek, Multnomah County Deputy CIO to better understand the information technology challenges and support provided to the library. Finally, the committee reviewed the Director's priorities, program offers, performance measures, internal service rates, cost center analyses, past budget-to-actual figures by program offer, and information provided by the Central Citizen Budget Advisory Committee. This work has resulted in the Finance Committee's assessment of the proposed library budget.

We have reviewed, approved, and accepted the Finance Committee's recommendations which serve as the basis of this report.

MAJOR CHANGES

The library continues current service levels with an eye towards sustained relevance in the proposed Fiscal Year 2016 budget. Major strategic budget moves that the Finance Committee was pleased to see include:

- ✦ Implementation of IS21 (Information Services 21st Century)
- ✦ Continued focus on staff training
- ✦ Security assessment and increase in security capacity
- ✦ Enhanced services to patrons

These initiatives will support continued excellence in patron services and community outreach while positioning the library well for future challenges.

There are approximately \$73.1 million proposed in program offers for Fiscal Year 2016. It is noted that the PERS changes approved by the state legislature two years ago, and the flat health insurance rates were a significant contributor to keeping the current service level budget growth down this year. The LAB notes, however, that the PERS changes may not be final, and that future evaluation of the budget with regard to PERS may be needed.

We find the proposed \$4.1 million in budget additions to be strategic and to meet our goal of keeping the library well positioned for the future. We are glad to see the addition of two dedicated web developers and an internal library IT director. These additions will provide greater responsiveness to meet patron demands for online services.

We are also pleased to see the budget continue to support a new approach for information services - reference delivery to patrons. This includes staff training, a coordinator position, and communications support. As the requirements for providing information to the public continue to evolve along with changes in digital availability, the library needs to be effectively deploying staff and resources. Along with providing good and improving reference services, the budget continues to emphasize shifting relevance of the collection by investing in areas where demand has been increasing.

Members: Sola Whitehead (Chair)*, Danika Stochosky (Vice Chair), Elizabeth Hawthorne*, John Potter*, Marc Alifanz, Katie Lane, Mardy Stevens*, Emma Caplan, Ya-Li Lizik, Maegan Vidal, Erin Cooper*, Jack MacNichol*, Carlene Weldon*, George Feldman, José Padin, Brian Wilson, **Staff:** Becky Cobb

*Finance Committee

Library Advisory Board

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We fully support the training programs to ensure the successful transition of staff to the newly created access services assistant position. This will meet the contractual obligation of a \$15/hour minimum wage for all county workers. There will also be additional training for technology skills in order to better assist patrons.

The library continues its efforts to provide safe and welcoming spaces for all library patrons and staff. The hiring of a security manager in the current fiscal year will result in a system wide assessment of potential security improvements and related staffing. The proposed budget for Fiscal Year 2016 includes funding to implement the resulting recommendations from this assessment. We are also pleased to see the addition of a pilot program to include an on-site crisis worker for the library district.

There are a number of additions to the budget that we believe will further provide enhanced services to patrons. At the Rockwood Library, the new MakerSpace will have a creative learning spaces coordinator to facilitate use and development of the space. There is an addition of one FTE to expand Chinese and Spanish speaking services as well as an additional 0.5 FTE to serve the needs of African American teens in our community. We know patrons will be pleased to see shorter wait times for bestsellers and e-books with an increase in the book budget for high demand items.

EMERGING ISSUES

The Library Advisory Board looks forward to working with Library leadership and the Library District Board to develop a long term capital plan for library facilities. As library services evolve, the need for flexible spaces will be increasingly critical to the library's future. Strategic investment in existing facilities will ensure the long term relevance of the library's services and the district's fiscal health.

As the largest provider of free Internet access and media literacy services in the county, the Library is uniquely positioned to be a leader in efforts to ensure digital inclusion throughout the region. We are excited about the library's work around new digital platforms that will enable the discovery of local artists such as authors, and musicians. We believe this will continue to be an important issue in future budgets. The foundations being laid in the Fiscal Year 2016 budget will support these efforts in years to come.

RECOMMENDATIONS

We recommend that you accept and adopt the proposed budget of \$73.1 million and 524 FTE of staff. This budget includes a significant growth over previous years, as it continues funding program offers in the Fiscal Year 2015 budget as well as including additions for security, development of technological services, and staff training to stay ahead of changing patron needs. This budget expansion is well within the growth projected at the formation of the library district, especially following several years of lower than expected growth. We feel the budget additions to support the collection budget and the FTE additions have been carefully considered by the Director's Office to serve as strategic investments that support the library's continued relevance in a changing landscape. We strongly support all of these efforts.

Members: Sola Whitehead (Chair)*, Danika Stochosky (Vice Chair), Elizabeth Hawthorne*, John Potter*, Marc Alifanz, Katie Lane, Mardy Stevens*, Emma Caplan, Ya-Li Lizik, Maegan Vidal, Erin Cooper*, Jack MacNichol*, Carlene Weldon*, George Feldman, José Padin, Brian Wilson, **Staff:** Becky Cobb

*Finance Committee

Library Advisory Board

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However, we expect that the cost growth proposed for Fiscal Year 2016 is not the rate at which the budget will expand in future years. Moving forward from Fiscal Year 2016, we will anticipate smaller budget increases.

The LAB also recommends that the following be considered and reflected in future library budgets:

- ✦ Efforts to ensure the security of patrons, staff, and the collection;
- ✦ Maintenance of as close to a 10% reserve fund as feasible for long-term district stability and sound fiscal policy while protecting core services;
- ✦ Maintain a district rate of \$1.18 for as long as feasible;
- ✦ Efforts to work closely with County Facilities to develop a long-term capital plan;
- ✦ Continued evaluation of how information services (aka “reference”) are provided, and how they need to change to continue to be relevant in a rapidly evolving digital age;
- ✦ The creation and support of programs that help the underserved and vulnerable segments of the community, and consider the needs of the aging community in the development of additional programming; and
- ✦ Development of platforms and programs to serve as a resource to entrepreneurs and other small business owners as they establish themselves and contribute to the economy in Multnomah County

Members: Sola Whitehead (Chair)*, Danika Stochosky (Vice Chair), Elizabeth Hawthorne*, John Potter*, Marc Alifanz, Katie Lane, Mardy Stevens*, Emma Caplan, Ya-Li Lizik, Maegan Vidal, Erin Cooper*, Jack MacNichol*, Carlene Weldon*, George Feldman, José Padin, Brian Wilson, **Staff:** Becky Cobb

*Finance Committee

Management & Assets CBAC

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners
FROM: Dave Torrey, CMA CBAC Chair
DATE: April 27, 2015
SUBJECT: CMA Citizen Budget Advisory Committee (CBAC) Report & Recommendations

INTRODUCTION

We want to thank the employees that took the time to meet with our committee. As always, we were impressed with their desire to improve processes and procedures, their enthusiasm for their work with the county, and their desire to help the people that use the services their departments provide. Additionally, we would especially like to thank Lisa Whedon, our new support staff from DCA. She spent endless hours outside of her “normal” business hours to make sure our CBAC had everything we needed to perform our duties. Our 11 initial recommendations for the Chair’s executive budget focus on the one-time funding requests, out of target program offers, and new programs.

PROCESS

The CBAC reviews the programs of both the Department of County Management (DCM) and the Department of Community Assets (DCA). Our CBAC membership includes the seven members noted below. We met in November to welcome our new member and conduct our kick off meeting and to discuss next steps including a meeting schedule and guest speakers.

Between November, 2014 and March, 2015 we met roughly twice a month and interviewed the department directors listed below. Our scheduled tour of the County’s Yeon Building was unfortunately cancelled due to illness of the Fleet and Records Manager Garret Vanderzanden. Information received during these meetings, as well as our review of FY 2015 department program offers and other information provides the basis for this report.

We appreciate all the work County staff has done to assist and inform the members of this CBAC during this budget season. In arriving at the attached recommendations we met with the following County staff:

- ✚ Lisa Whedon - DCA (CBAC support staff)
- ✚ Marissa Madrigal – Chief Operating Officer, DCM Director
- ✚ Sherry Swackhamer – Chief Information Officer, DCA Director
- ✚ Karyne Kieta – DCM Deputy Director and Budget Officer
- ✚ Bob Leek - Deputy Chief Information Officer
- ✚ Travis Graves – DCM Human Resources Director
- ✚ Randy Walruff - County Assessor
- ✚ Henry Alman – Interim Director of Facilities

Members: David Torrey (Chair), Ben Brady, Jeannine DeFeyer, Robert Stabbert, Cormac Burke, Trent Wilson, Scott Eissfeldt, **Staff:** Lisa Whedon

RECOMMENDATIONS

Department of County Management

1. **Program #72021, Child Care for County Employees.** This new program offer would provide general fund dollars to cover annual expenses for a near-site child care facility for up to 76 children of county employees (see program offer #78051). The child care facility would be part of the county's employee benefit package to attract and retain talent in a competitive job market. Our committee agrees that high quality, affordable child care is very important but does not support the \$2.3m dollars of capital expenditures to create the facility thus making these dollars for annual expenses unnecessary. Instead, these funds should be used to enhance the employee benefit package by providing funds for reimbursements to county employees with children in other child care facilities. The reimbursements would make child care more affordable and allow employees to place their children in a facility of their choice. We believe this type of program would provide the desired results of additional incentives to attract and retain talent without the associated capital expenditure or the risks that come with opening a child care center.
2. **Program #72004B, FRM Internal Control Risk and Accounting Standard.** New position to help develop, implement and support training presentations in connection with finance and accounting. Also would review, analyze and implement GASB pronouncements. We support this new position if dollars are available but this is not a high priority.
3. **Program #72005B, FRM Strategic Sourcing Contract Administration.** Will develop, manage and monitor countywide contracts for greater efficiency and economy. This position is needed to monitor and implement cost savings after closing Central Stores warehouse. We support this new position if dollars are available.
4. **Program #72012, Evaluation and Research Unit.** The offer would add two positions; a Research and Evaluation Analyst Sr. and a Data Analyst Sr. We understand that positions like these were eliminated in past years during tough budget times. They are trying to add back these positions and capacity to determine program results and success. In the private sector you know how well you are doing by the bottom line, profit or loss. It's not so simple for the county. You need to establish benchmarks and then be able to analyze the results to determine if change is reaching the desired goal. Our CBAC understands the need for this type of analytical work to measure success and fully support the funding of these two positions.
5. **Program #72017B – Job Rotation.** This is a limited duration (1 yr.) position to be filled by an internal candidate to provide ongoing support for workforce development and succession planning. Will create a job rotation program to allow employees to cross-train on positions within their department and other departments for talent development. Though our committee supports this position we question whether the desired results can be achieved within the year allowed. This position could be a full time/long term requirement to meet the goals around job rotation.

Management & Assets CBAC

Office of Citizen Involvement

Department of County Assets

1. **Program #78000A, Equity Position.** This position will help DCA target a diverse workforce and promote equity using the equity and empowerment lens to evaluate processes and projects. This is not a project position but a position that will create a culture of workforce equity. The CBAC fully understands and supports the county's goal around diversity and equity. Our discussion centered around whether this position should be part of DCA and focused solely on DCA equity or whether it should be part of a county wide team promoting equity and diversity. We have always been impressed with the DCA Director's opinion and are confident that this position, and others like it in other departments, will work together to implement a county wide program of equity and diversity. Our CBAC strongly supports the county's equity goals and suggest this position be funded.
2. **Program #78020B, C, E Network Convergence.** This program offer provides additional funding for the network convergence project (VoIP) for the necessary staffing and equipment to complete the upgrades and migration of the remaining non-converted sites: the Courthouse, Hansen and Justice Center sites. We recognize the need for this project and recommend that this project be funded.
3. **Program #78037, Cyber Security.** Provides funding to replace the county's aging firewall protecting its systems and data. With the current environment of fraud, hacking, and system intrusions our committee fully supports this program offer.
4. **Program #78051, Near-site Child Care.** This \$2.3m request is for tenant improvements for a child care facility for the children of county employees to provide high quality, affordable child care in proximity to county buildings on 501 SE Hawthorne or downtown Portland. Our committee agrees that high quality, affordable child care is very important but does not support the \$2.3m dollars of capital expenditures to create the facility. This facility's intent is to enhance the employee benefits package to attract and retain talent in a competitive market. Our committee had concerns about the \$2.3m price tag in addition to the \$330k budgeted for annual expenses. We recommend the county invest in an employee reimbursement (voucher) program first and monitor the program's effectiveness. This type of program wouldn't be limited to just 76 children but could provide support for many more depending on the maximum support (dollars per child) allowed. If research validates this type of employee benefit hasn't reached the desired goal towards recruitment and employee retention then capital expenditures could be made in the future.
5. **Program #78052 and #78053, Yeon AG Fuel Tanks Installation and Fleet Fuel Management.** With the old facility decommissioned we recognize the need for this above ground fueling station to support the east county fleet. The new fuel management system will greatly enhance the county's ability to track the county's fuel consumption providing accurate, timely, and complete information which can be used to aid in changing driving practices. We support these expenditures.

Management & Assets CBAC

Office of Citizen Involvement

6. **Program #78054, Yeon Annex – Reception and Lobby Resign.** We support the expenditure of \$165,000 for the improvements to this facility to provide improved customer service, privacy, and most of all security for employees and citizens.

In closing, the CBAC felt that all requests were reasonable and made sense. Any objections to proposals and requests were based on the assumption that the county has significant tradeoffs to consider both in their capital and operating budgets.

While there were mixed feelings about the capital construction costs and overall program goals for the childcare program and facility, one possible solution that was presented was to incorporate a Human Services component into the program, allowing both County staff and County clients to utilize the facility. Incorporating human service clients to have access the program, perhaps through voucher and on a rotational basis, would help justify the high cost to prepare a facility, eliminate any misperceptions of public dollars being used to provide a service typically provided by the private sector, and serve population groups needing childcare as a resource.

All of the requests were appropriately documented and clearly thought out, but the CBAC would respectfully suggest that in the future, where possible, more focus is put into both the context of the request, and any relevant statistical information be provided to assist the committee in their evaluations and recommendations. Specific information around the county workforce and need for day care would be an example of the kind of data that could be useful in making a recommendation.

Non Departmental CBAC

Office of Citizen Involvement

TO: Chair Deborah Kafoury and County Board of Commissioners 4 pages
FROM: Non-Departmental CBAC
DATE: April 27, 2015
SUBJECT: Non-D Citizen Budget Advisory Committee (CBAC) Report & Recommendations

PROCESS:

The Non-Departmental Budget Advisory Committee (CBAC) is responsible for reviewing the budgets of various offices and programs, including centralized administrative functions (e.g., the Chair and Commissioners' Offices, Auditor, County Attorney); Communications Office; Office of Diversity and Equity; Office of Emergency Management; Office of Government Relations; Office of Sustainability; independent agencies within the county (e.g., Citizen Involvement Committee, Tax Supervising and Conservation Council, Public Safety Coordinating Council); and additional areas in which the funding is essentially non-discretionary (e.g., the Business Income Tax pass through to the East County cities, facility costs for the State Courts, and accounting costs for various sinking funds outside the county's General Fund). The remainder of the Non-Departmental budget is composed of allocations to non-county agencies from which county residents benefit, such as Multnomah County school districts and the Regional Arts and Culture Council.

The CBAC orientation provided information on how county revenue is likely to grow slightly next fiscal year which is the lens we are using to analyze funding for Non-Departmental services. The Non-Departmental CBAC reviewed and vigorously discussed goals, priorities, and plans for responsibly allocating the county's budget funds. We studied the county's non-departmental services for both the current fiscal year and the offers for the next budget cycle. We have met with:

- ✚ Auditor's Office
- ✚ Office of Emergency Management
- ✚ Office of Sustainability
- ✚ Office of Diversity & Equity
- ✚ Regional Arts & Culture Council
- ✚ Communications Office.
- ✚ County Chair's Office
- ✚ Commissioners' Offices from Districts 1, 2, 3 & 4

As a committee, we appreciate the time and efforts of all who provided us with the information and materials needed to make well-informed recommendations.

We would like to draw attention to how performance measures generally throughout all Non-Departmental offices have become increasingly effective and meaningful over time, particularly since last year. Nearly all offices have at least one outcome measure and some longer-term outcomes that can be evaluated to determine progress. For example, Chair Kafoury's Office lists that 65% of housing and homeless programs and services will respond to the recommendations made by the Home for Everyone Committee by the end of fiscal year 2015-16.

The Sustainability Office also lists that community wide greenhouse gas emissions will decline by 13% over 1990 levels by the end of next fiscal year. These types of performance measures are useful because

Non Departmental CBAC

Office of Citizen Involvement

the public can truly measure and comprehend the progress county government is making on issues that affect their lives.

PRIORITY RECOMMENDATIONS:

1. **Template for budget offer form:** While the performance measures have improved over time, at least six of the 11 offices we with which we met, including elected officials, expressed frustration with the capability of the budget offer form to list meaningful performance measures and their descriptions. For example, the description space under Primary Measures in the Performance Measures grid contains less than 120 characters. As we heard, it is extremely difficult to provide meaningful performance measure descriptions in such limited space. Meaningful and effective performance measures, especially outcomes, are critical to provide the public since they can help the community understand and appreciate the impact of the services provided by Multnomah County. We strongly encourage the board to spearhead an evaluation process involving all county departments and offices to evaluate the form's strengths, weaknesses, and suggest modifications, especially the performance measures section. The template for the budget offer form should then be modified accordingly.
2. **Program Offer # 10012C - Office of Emergency Management:** We strongly support the OEM proposal for a Deputy Director to provide the critical guidance and expertise necessary for fulfilling the 24/7 responsibility of coordinating and implementing emergency and disaster response plans.
3. **Program Offer # 10018-16 - Office of Sustainability (OS):** We were happy to hear that OS is once again placing emphasis on the county increasing the sustainability of its own programs and facilities. We support the addition of a Program Technician to focus on related issues, programs and facilities.
4. **Right Brain Initiative - Regional Arts & Culture Council (RACC):** The majority of the CBAC members support RACC's proposal to receive \$25,000 annually for three years to fund the Right Brain Initiative at five new schools in Multnomah County. The Initiative seeks to integrate arts education into core curriculum subjects. From what we heard, an independent study has demonstrated that participating students have done better in school, particularly for English as a second language learners. Since school districts have to match the county's funds, this leverages funds and results in over 2,100 additional students each year receiving arts education.
5. **Office of Communications:** The presentation by the Office of Communications team including Communications Director Dave Austin illustrated the tactics it uses to promote the county and its programs. It also offered insight into how the Office supports county departments. The detailed presentation provided many examples of how the Office's work has resulted in media coverage for the county and enhanced the county's presence on various social media platforms. It also provided information about how the Office supports the work of county programs. For example, we learned that the Office is creating flyers in different languages and visual formats that are posted in health clinic waiting rooms to inform the public about county services. This approach helps to connect populations to resources that do not use electronic communication mediums. We support the work of the Office Language Specialist to improve outreach and

Non Departmental CBAC

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provide information to diverse communities and immigrant populations by creating the MultCo Global website along with other resources. We support the Office's graphic designer position or "visual person" being increased to full-time. The person in this role brings strong graphic, photographic, and video skills that have contributed significantly to the Office's capacity to produce multi-media pieces that inform and engage the public.

The Non-Departmental CBAC encourages the Office to maximize the use of the Performance Measures section on the budget offer form, even with its formatting limits, to convey the measurable outcomes of its work to county officials and the public. Measurable outcomes are important for gauging the true impact of its work on county programs and the public. We also encourage the Office to complete the Performance Measure Descriptions section on its form to explain how the selected measures are meaningful to demonstrate the Office's performance. Additionally, we encourage the office to conduct a survey of county departments and offices to determine if they are serving their needs as reported anecdotally.

ADDITIONAL RECOMMENDATIONS & OBSERVATIONS:

Chair Kafoury's Office: We are extremely impressed that Chair Kafoury is committed to creating opportunities for the public to provide input as she considers priorities for her budget prior to releasing it. The opportunities include five chair listening sessions that were held at specific cultural and ethnic organizations during February and March. These sessions are particularly remarkable given they focus on reaching populations more likely to use county services but less likely to participate in engagement activities.

Commissioner Jules Bailey's Office: We appreciated meeting the new commissioner and having the opportunity to learn about his interests and priorities. We are supportive of his efforts to develop a psychiatric treatment center in partnership with Oregon Health & Science University and the city of Portland by the end of 2016. The center would provide mental health services to people who are likely to otherwise need less effective and more costly services in jail or hospital emergency rooms. We also appreciate he is giving attention to upgrading the levees on Sauvie Island, given continued federal funding is at stake if improvements are not made.

Commissioner Loretta Smith's Office: We thoroughly appreciated meeting with Commissioner Smith and her explanation of the Summer Works program. It gave us a better understanding of the program and its importance. We encourage the board to seriously contemplate Commissioner Smith's proposal to expand program funding to create more internships. We thank Commissioner Smith and her staff for their hard work on this program.

Commissioner Judy Shiprack's Office: We appreciated meeting with Commissioner Shiprack and her description of the innovative Pay for Success funding model that the county has become eligible for thanks in part to extensive work by her office. This program may ultimately increase funding for county social services that lead to youth development and success, while also increasing coordination with other jurisdictions concerning these services. Additionally, we appreciate Commissioner Shiprack's continued leadership on the Local Public Safety Coordinating Council, which we believe has ultimately bettered public safety outcomes for all jurisdictions in Multnomah County.

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Commissioner Diane McKeel's Office: We appreciate that Commissioner McKeel is interested in redesigning the county's Business Advisory Council (BAC). We suggest that the jurisdiction of the BAC focus on specific issues where the business community is affected by county policies. We also appreciate her interest in developing the Veterans Affairs Advisory Committee.

Auditor's Office: We were very happy to hear about the amount and breadth of audits that the Auditor is conducting in 2014-15 and plans for 2015-2016. We commend the Auditor for his Property Tax Equity Audit that uses an interactive map to shed light on the inequities of the taxes paid by residents depending upon their location. We were excited to hear the Auditor is planning to utilize interactive maps in some future audits given that they engage users and can give more individualized information.

In conclusion, the Non-Departmental CBAC appreciates the opportunity to be of service to Multnomah County, and we are grateful to all county employees who gave their time to meet with us.

Sheriff CBAC

Office of Citizen Involvement

To: Chair Deborah Kafoury and County Board of Commissioners 5 pages
FROM: Julie Cieloha & Phyllis Thiemann, Sheriff CBAC co-Chairs
DATE: April 27, 2015
SUBJECT: Sheriff Citizen Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

We support addressing smaller problems now rather than larger problems later. Last year, we recommended using one-time-only money to increase personnel doing background checks on new hires. This has taken the number of vacant Corrections Deputy positions from twenty-five down to four, which will save significant overtime money down the road.

Funding five mental health counselor positions in the jails is already saving a lot of money; this caused an 88% drop in hours spent on 24-hour suicide watch (between December 2013 and December 2014).

The suicide watch problem, however, is far from over. Even after this 88% decrease, over 2,800 hours were devoted to suicide watch this December. The Oregonian wrote that 43% of inmates may be mentally ill. This problem is shockingly expensive, and cannot be ignored.

For years, we have advised the Sheriff to curb emergency population releases from the County jails. In 2014, there was not a single emergency population release. Apparently, this is the result of opening a dorm as-needed at a cost of \$3,000 per day, rather than spending over \$1,000,000 to keep it open year-round. We support this dynamic jail capacity management. It is fiscally efficient, and saves our community from hundreds of inmates roaming the streets.

We have long advised the Sheriff's Office to add another West Side Patrol to District 10. This district spans 65.9 miles, and includes Sauvie's Island, which receives over one million visitors annually. Currently, there is only one patrol car assigned to this area. With coverage this thin, a major incident is waiting to happen.

To address this sparse coverage, we support the new program offer for assigning a Community Resource Officer to District 10. This position would double the coverage in the area, and attend community meetings to better understand the concerns of residents. Residents of a tourist area with a million visitors like Sauvie's Island have very different concerns from those of Skyline and Dunthorpe, all of which are part of District 10.

We suggest placing Community Resource Officers in all districts in the future. Intertwining the MCSO with local communities is mutually beneficial.

The vents in the jails pose a suicide risk for inmates, and are filled with debris. They need to be replaced immediately. Currently, the Sheriff's Office has created separate program offers for each floor, so that the vents can be repaired in phases over years. Given the disturbingly high percentage of mentally unstable inmates, we think this project cannot wait years; it should happen as soon as possible. The vents are an expensive lawsuit waiting to happen.

Sheriff CBAC

Office of Citizen Involvement

INTRODUCTION

The Citizen Budget Advisory Committee to the Sheriff's Office is a program of the Multnomah County Citizen Involvement Committee (CIC), which is independent of the Sheriff's Office. Our focus is the cost effectiveness of programs and implementation of objectives. We spend the year evaluating the operations of the MCSO, and comparing them to the needs of the community.

PROCESS

The Citizen Budget Advisory Committee to the MCSO meets ten months out of the year, sometimes twice a month, and is staffed by Chief Deputy Linda Yankee, Fiscal Manager Wanda Yantis, and Office Assistant Senior Lynette Hanson. In addition to visits from Sheriff Dan Staton, we were regularly briefed by key staff from the Sheriff's Office:

- ✚ June 17, 2014 - Wapato Jail tour – Mark Gustafson, Facilities and Property Management Property Manager
- ✚ September 19, 2014 - Columbia River Patrol Office - River Patrol Ride a long – Lt. Travis Gullberg
- ✚ October 10, 2014 – Willamette River Patrol Office – River Patrol Ride a long – Sergeant Steve Dangler
- ✚ November 21, 2014 - MCIJ Video Visiting Implementation – Captain Mary Lindstrand, Sergeant Jon Mathews, CJIS Manager Andy Potter at the Inverness Jail; FY16 Budget Process – Fiscal Supervisor Michelle Rader
- ✚ December 18, 2014 Transitional School Holiday Party – Sheriff Staton and many others
- ✚ December 19, 2014 - Helping Immigrant Victims – Detective Keith Bickford
- ✚ January 23, 2015 - Sheriff's Budget Priorities – Sheriff Daniel Staton
- ✚ February 27, 2015 - Westside Community Resource Officer – Captain Monte Reiser; Suicide Watch Briefings to the Board - Chief Deputy Linda Yankee; FY16 Budget Books – Julia Porras Sheriff's Office Budget Analyst
- ✚ March 6, 2015 – Countywide Safety Initiative – Lieutenant Brent Ritchie
- ✚ March 13, 2015 – Budget Updates - Sheriff Daniel Staton
- ✚ March 27, 2015 - Rosewood Initiative Update – Shea Marshman, Director of Planning and Research
- ✚ Office Assistant Senior Lynette Hanson coordinated various ride-a-longs and jail visits for CBAC members throughout the year

MAJOR CHANGES

We have seen over the last seven years how across-the-board cuts can prove pricey down the road. In our last report, we expressed support for certain programs that would save the county money in the long term. This year, we are pleased to see progress in many of these areas, though there is still much work to be done.

Last year, we discussed at length the drastic cuts to programs for the mentally ill on both State and County levels. This significant erosion of programs continues to force the mentally unstable into the jail system, which is, of course, the priciest way to house them. On February 10th, The Oregonian wrote

that the portion of inmates with mental health issues "could be as high as 43 percent" in Multnomah County, compared with a national average of 15 to 17 percent.

Though this is an ongoing, significant problem, we are pleased with the initial steps the Sheriff's Office--with the Board's approval--has taken to address it. Last year, we supported hiring additional mental health counselors in the jails, and the board approved funding for these positions. The result has been dramatic; the county saw an 88% drop in constant suicide watch hours between December 2013 and December 2014. Similarly, active suicide watch hours dropped from 6,088 in December 2013 to 2,827 in December 2014.

To be clear, that is still over 2,800 hours per month spent on suicide watch, and the problem with housing the mentally ill is only increasing. We support continuing to address this problem aggressively. Carefully-designed programs that provide an alternative to jail housing for the mentally ill are desperately needed.

Last year, saving money by having only two positions performing background checks on new hires slowed hiring to a snail's pace, costing money in overtime. We are pleased that the Board funded two additional backgrounders last year, using one-time-only money. As a result, the Sheriff's Office has gone from 25 vacant Corrections Deputy positions to only four.

For a number of years, we have voiced concern over disturbingly frequent emergency population releases from the jails. The current jail capacity--1,310 beds--is the lowest number the County has ever seen. The cost of this has been immeasurable; in 2012, 913 criminals were released from jail onto the street, with no connection to any sort of rehabilitation program. We have voiced concern over this trend to the Sheriff and to the Board for years, so we are pleased that in 2014, there were no emergency population releases whatsoever.

Dynamic jail capacity management is the reason there were no EPRs in 2014. The Sheriff's Office decided to temporarily open an unfunded dorm as needed instead of release criminals onto the street. This extra dorm was opened and closed a number of times in 2014, at a cost of \$3,000 per day. The cost of keeping an extra dorm open for an entire year is over one million dollars. We have recommended this type of jail capacity management for years, and approve of the Sheriff using it. The benefit to our community of keeping criminals off the streets is priceless.

EMERGING ISSUES

Last year, we recommended convening a panel to address the fast-growing, wildly expensive problem of the mentally unstable in jails. We advised that this panel be comprised of the experts who are responsible for dealing with the mentally ill on a daily basis. We have learned that the Sheriff is working with Corrections Health on submitting a MacArthur grant for \$150,000 to study how the mentally ill are handled in the Court and Corrections systems. The Sheriff, District Attorney, and Parole and Probation would participate in this panel. We strongly support this collaboration.

The MCSO Citizen Patrol is partnering with the Springdale Job Corps. The Job Corps trains young people 16 to 24 years old in security or law enforcement. These volunteers must pass an MCSO background check and an exam to qualify. We support this project, as it is a no-cost way to expand the scope and community involvement of the Sheriff's Office, and positively influence the young people it trains.

RECOMMENDATIONS

Most of our recommendations this year focus on prevention. The Sheriff's Office is highly skilled at dealing with crimes after they occur, but there is room for improvement in crime deterrence. Prevention is not only good for the community, it also saves the County money.

1. **Program Offer # 60051A-F Vent Replacements** - Keeping our jails safe saves lives and saves the County from expensive litigation. We recommended last year that the vents in the jails be replaced using one-time-only money. These vents may seem like a minor issue, but they could become a major problem. Eight years ago, the County had to completely redo the railings in the jails because of a suicide attempt. If this suicide had been successful, the County could have paid millions in litigation. The current vents pose a suicide risk because an inmate could easily attach a bed sheet to the vent and hang him/herself.

There are other benefits to replacing the vents besides suicide prevention. One vent was replaced this year, and behind it was found over five pounds of trash that various inmates had placed there due to the vent's large openings. We wonder how much energy in heating and cooling the building would be saved if these vents were not usable as trash cans.

Currently, there is a facilities grant to clean the ducts behind the vent covers, if the Sheriff's Office will pay to have them removed. This is an added incentive to replace them.

The Sheriff's Office has created separate vent replacement program offers for each floor. This is so that the vents can be replaced in phases, extending the project over years. We think that this project cannot be extended over the long term, and must be addressed immediately. The large population of mentally ill inmates makes this situation a lawsuit-in-waiting.

2. **Law Enforcement Sergeant** - Over the last few years, County employees have increasingly requested that the Sheriff's Office provide security at public events. Since there is not a budgeted position for this activity, security is provided on an ad hoc, as-needed basis using overtime.

This year, the Sheriff's Office has submitted a program offer to fund this requested security. This new Law Enforcement Sergeant position would conduct threat assessments for public events involving County employees; would organize security for these events; would identify those in the community who are mentally ill and hostile towards County business; and would act as a single point of contact for all information regarding individuals who pose a threat to County employees.

Currently, an individual who has information regarding criminal intent towards the County has no clear point of contact for this information. If two people call County government with valuable information, these people might speak to two different employees who would have no one to direct them to. We might only find out after a crime occurs that multiple people had called with information regarding that crime. The proposed Sergeant position would allow the County to proactively synthesize intelligence. This security work is currently being requested by County employees, and it should be funded.

3. **Community Resource Officer** - We are concerned that there is only one patrol car assigned to a 65.9 square mile area scattered between Dunthorpe and Sauvie's Island. Sauvie's Island alone sees well over one million visitors annually (The Oregonian, Jan. 7, 2014). If the one patrol car assigned to this area is tied up in Dunthorpe, and receives an emergency call from one of Sauvie's Island's million annual visitors, it could take a dangerously long time to respond. This incorporation of so much land under the jurisdiction of one deputy is based on the census population--an extremely deceptive number. From a census standpoint, Sauvie's Island has only 1,300 residents to worry about. The program offer for this position is for a Community Resource Officer, which we strongly support. In such a vast area with frequent tensions between residents and visitors, a deputy who is involved in community meetings and organizations is needed.
4. **MCSO Training** - We recommend bringing the training of MCSO employees up to State requirements. The State of Oregon mandates 40 hours of training for all Corrections Deputies. This year, there is an out-of-target program offer to bring Corrections Deputies up to 30 hours of training, which is still short of State requirements. The State also requires all Law Enforcement Deputies to receive 28 hours of annual training, and this program offer would provide these Deputies with 16 to 24 hours of training for the year. In light of recent events in Ferguson, Missouri, the fact that MCSO Deputies are falling short in State-mandated training hours could become a lawsuit liability. We recommend providing this training as soon as possible.

Executive Summary

The mission of the Multnomah County Citizen Involvement Committee (CIC) is to offer educational opportunities to citizens about County issues in a variety of formats, and generate input to help shape policy and decision making.

Partnering with the County Chair's office and the Budget Office, the CIC launched an ongoing initiative in March to conceptualize systems and action items that would help make Multnomah County more "age friendly" (*see Background*) as identified by members of the community, regardless of age. This information will serve to guide the budget decisions made around what services – existing and new – meet those needs, and the best way to deliver those services to residents living in Multnomah County communities who need them.

One caveat accompanying this information is that the community at large is confused regarding what the County does and what the City does. Given this lack of clarity, people do not know where to go with questions and concerns when they are exploring services available and how to obtain them.

To date, the research has been done primarily among what would be considered an "elder" population, with most participants suggesting age 65 as the start point. Two forums were held where 51 participants were presented information regarding Health and Aging, Disabilities and Veterans Services. Immediately following the presentations, attendees convened in facilitated discussion groups. Notes were taken and collected during each session, and compiled by the CIC. A survey on the same topics discussed at these forums has been posted online, and continues to gather input.

Affordable and accessible housing and transportation emerged as dominant themes. Meaningful engagement in intergenerational activities followed these items. Over-arching was the concern that people who need services, or who are looking for opportunities and activities, are unable to find them.



There is a strong need to improve effective communication and outreach to the public about what is available and how to access it for themselves, their families or loved ones.

Among the ideas that surfaced included (a) home sharing programs involving multiple generations, (b) reducing or contributing to rent for caregivers, (c) some form of rent control where the County would have to approve increases, (d) crosswalks and signal timing, (e) connections to public transit, and (f) requiring housing with accessible parking.

Other methods for addressing transportation issues included simply providing services within walking distance of these neighborhoods, and extending office hours.

It was important to many respondents that the County provide services using models that avoid assumptions about elders. Recognizing talents, skills and abilities of elder residents ranked high as well. Feedback reflected an interest in having the County provide support and encourage elders to volunteer and take active roles in making a positive difference in their communities. Preventative and proactive health and wellness services, especially those that supported self-sufficiency and independence, registered strong support among forum participants.

Background

On 10/30/14, the Board of Commissioners unanimously adopted the Age Friendly Multnomah County resolution becoming part of the World Health Organization (WHO) Global Network of Age Friendly Communities. (<http://www.who.int/ageing/age-friendly-world/en/>).

According to the WHO, a community is Age Friendly if it:

- ✚ has structures and services that are accessible and inclusive of older people with varying needs and capacities
- ✚ emphasizes enablement rather than disablement, and
- ✚ is friendly for people of all ages and abilities



Age Friendly Multnomah County Action Areas:

Action Area 1: *Housing*

Action Area 2: *Transportation*

Action Area 3: *Outdoor Spaces and
Buildings*

Action Area 4: *Respect and Social
Inclusion*

Action Area 5: *Civic Participation
and Volunteering*

Action Area 6: *Employment and the
Economy*

Action Area 7: *Social Participation*

Action Area 8: *Communication and
Information*

Action Area 9: *Community Services*

Action Area 10: *Health Services*

Process

On March 3rd and 5th of this year, in partnership with the Chair's Office and the Budget Office, the CIC held two budget forums; one in the Multnomah Building Board Room and one in the Sharron Kelley Room of the East Multnomah County Building.

A total of 51 attendees heard presentations from the county Health Department, as well as the Aging, Disabilities, and Veterans Services program. Subsequently, they were asked to move to small group discussions where a total of 9 groups were asked the following three questions:

- Q1) How could current county services better meet your needs?
- Q2) How can the County be planning for the future needs of an aging population?
- Q3) Looking at your suggestions, where should the county start?

Summary of Responses

[How could current county services better meet your needs?](#)

Most respondents specifically supported health and wellness initiatives that are preventative and create self-sufficiency, such as early aging programs. They also noted



program attributes they supported (e.g., programs that are accessible in multiple languages and offer eligibility regardless of class). In virtually all groups, the respondents quickly transitioned to question 2.

[How can the County be planning for the future needs of an aging population?](#)

Several groups wanted the county to take steps to create more affordable housing for elders using varied approaches (e.g., home sharing programs involving multiple generations, reducing or contributing to rent for caregivers, rent control where the county would have to approve increases).

Four groups supported encouraging the county to provide services using models that avoid assumptions about elders, as well as recognize their talents and abilities to volunteer and take actions that make a positive difference (e.g., home-sharing programs, opportunities involving their career skills).

Four groups also advocated for transportation and mobility improvements to access county services and housing (e.g., crosswalks and signal timing, connections to public transit, providing housing with parking).

Three groups said that the county should sponsor intergenerational activities that engage younger adults, assistance for elders when navigating county resources, and more connections to volunteer opportunities.

[Looking at your suggestions, where should the county start?](#)

All the groups urged the county to focus on increasing affordable and/or physically accessible housing (e.g., home sharing programs, reduced rent for caregivers).

Four groups wanted the county to address transportation issues that affect elders. For example: using innovative approaches like providing services within walking distance and extending office hours.



Four groups also wanted the county to sponsor more intergenerational activities and engagement, particularly those that involve volunteering, families and human connection. One example is connecting elders with peers who may need support or with foster care children.

Three groups prioritized the county increasing outreach and using multiple media to communicate information to elders. These should include print materials as well as communicating information through community institutions like schools and churches.

Conclusions

The small sample size and open format for the discussions does not lend itself to drawing definitive conclusions but does provide a working framework for ongoing and future research that will be done by the OCI and CIC in collaboration with Office of Aging, Disabilities & Veterans Services and aligned with the goals of the Age Friendly Multnomah County initiative.

The survey is posted online for continuing input at: <https://multco.us/oci> which will be used to guide and inform future activities.

