



CBACs SPEAK!

**FY19 Chair's Budget Briefing
Multnomah County Budget Advisory
Committee Recommendations
April 18, 2018**

Table of Contents

Central Budget Advisory Committee.....	3 pages
Non-Departmental Budget Advisory Committee.....	7 pages
Library Advisory Board.....	3 pages
Community Services Advisory Committee.....	4 pages
Management & Assets Budget Advisory Committee.....	4 pages
Sheriff’s Office Budget Advisory Committee.....	5 pages
District Attorney Budget Advisory Committee.....	3 pages
Community Justice Budget Advisory Committee.....	3 page
Health Department Budget Advisory Committee.....	3 pages
County Human Services Budget Advisory Committee.....	3 pages

Central CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners (3) pages

FROM: Central CBAC

DATE: April 18, 2018

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The Central CBAC (CCBAC) values the opportunity to provide community perspective by offering input to the County's budget. The CCBAC includes members from each of the nine department CBAC's. The Chair of the CCBAC is a member of the Community Involvement Committee, and for FY18, is Sherry Willmschen. We appreciate the members of this year's CCBAC (many are new) for their commitment to the CBAC they Chair, and for their contributions to CCBAC:

Joanne Burke | Department of Community Justice
Mary Stewart | Department of Community Services
Yesenia Gallardo | Multnomah County District Attorney
Cormac Burke | Department of County Assets and Management
Josué Peña-Juárez | Multnomah County Health Department
Mariel St Savage | Department of County Human Services
Cam Coval | Non-Departmental
Dwight Holton | Multnomah County Sheriff's Office
Jack MacNichol | Multnomah County Library

PROCESS

The CCBAC met four times from January 2018 through March 26th 2018. Due to some Department Program Offers not being available to some Department CBACs we did not have clarity for reports until our March meetings. We met with Chair Kafoury on March 5th at which time each CBAC and the chair of the CCBAC presented our thoughts for our recommendations.

All of the CBACs worked hard to complete their assignment. We acknowledge the assistance of department staff, including in some cases on site visits. Although many of the CBACs had new members, and new Chairs and Central CBAC representatives, they were able to be thorough in their review of their respective budgets. Our discussions led to the recommendations we are making of issues that intersect across departments.

Central CBAC

CCBAC GOALS FOR FY19

1. Homelessness and Lack of Housing

We are aware of the difficulty the county has meeting the needs of families, singles, and couples without homes. The impact is felt by the entire community who have concerns about safety of residents in the community. The concerns for the safety and care of homeless people crosses all our CBAC responsibilities. The JOHS has funded non-profit providers to provide shelter for homeless people. Homeless people served by the County include DCJ clients, families served by multiple departments, people with addictions and people with mental health issues. They include the working poor who cannot afford rent. We are concerned about the impact homelessness has on children. We encourage programs to help children who are homeless as was done for those at the Human Solutions Shelter. We acknowledge difficulties in trying to provide safety for all children and families who are homeless. The closure of the Human Solutions shelter has challenged efforts to provide much needed programming for children who are homeless, which is very important. We urge the Board of County Commissioners to continue efforts to provide safety in homeless shelters, and to try innovative programs such as Northwest Pilot Project vouchers to move people from shelters to housing. Efforts to prevent homelessness with rent assistance and an increase in housing development, including supportive housing, must be a priority.

2. Mental Health

Our concerns about Mental Health needs for our residents provided by the health department, the sheriff's office, the library, and corrections must continue to be a priority.

3. Data

We addressed the concerns about the need for good, scientific data across departments. An example is a Dashboard which is available in some departments. Members of CBACs did not see consistent measures shared by departments. We also did not see information regarding ethnicity, geography, and equity. We know from some CBACs that this information is available upon request. We believe it must be shared across departments and with the community.

4. Collaboration for Data Outcomes

We urge collaboration across departments to share the capacity on gathering outcome data. This includes outcomes that are measurable and goals that may require more than one year to complete. Common outcomes must be shared across Divisions and Departments to allow for more efficient service to the community. One example of data needs is service provision through the JOHS for transparency and communication regarding homeless program results. Possible useful data/outcome is the number of beds provided in shelters, information on the wait list, and long-term tracking of those placed in housing.

Members: Sherry Willmschen, Chair; Joanne Burke; Mary Stewart; Yesenia Gallardo; Cormac Burke; Josué Peña-Juárez; Mariel St Savage; Cam Coval; Dwight Holton; Jack MacNichol **Staff:** Dani Bernstein

Central CBAC

5. Contracts and Providers

Across departments, we became aware that multiple departments can contract with one provider. We urge that there be consistent evaluation of contractors across departments using state of the art tools. We advocate for financial commitment to oversight of providers. Information on common providers must be shared across departments. We also have concern that culturally specific organizations may not be fully supported to do their work.

6. Infrastructure Projects

We encourage ongoing emphasis on the infrastructure projects the county is responsible for including the Road Capital Improvement Plan and a staff position to ensure compliance with federal requirements for Columbia Levee accreditation. The Burnside Bridge Project has been identified as critical for emergency services, and we support funding to complete the NEPA study as well as pursuing sources of funding (\$500M) for the environmental review, design and construction phases of the rebuild/refurbishment of the Burnside Bridge.

7. Investment in East County

As in the past, all CBACs urge the Board of County Commissioners to continue to increase investment in East Portland unincorporated areas, Gresham, Wood Village, Troutdale, and Fairview. The population has shifted to these areas and services need to shift with the change.

8. Cyber Security

Dept. of County Assets looked at the IT innovations and cyber security that are important across departments. We support their recommendations including movement to managed or ongoing funding. All CBACs are aware that cyber security with all the people we support is extremely important.

9. Universal Representation

CCBAC would like to support universal representation by a lawyer in Multnomah County for individuals that are facing deportation (Oregon Ready). We understand that the city of Portland is considering approval of funding for this effort, and we recommend Multnomah County do so as well.

I would like to thank all the CBAC members on each CBAC, and especially the CBAC representatives that participated in our discussion of common priorities and recommendations. We all appreciate the opportunity to meet with staff and elected officials to complete our recommendations. We are available for further discussion and clarification.

Members: Sherry Willmschen, Chair; Joanne Burke; Mary Stewart; Yesenia Gallardo; Cormac Burke; Josué Peña-Juárez; Mariel St Savage; Cam Coval; Dwight Holton; Jack MacNichol **Staff:** Dani Bernstein



NON-DEPARTMENTAL CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners (7) pages
FROM: Non-Departmental (Non-D) CBAC
DATE: April 18, 2018
SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations for FY2019

EXECUTIVE SUMMARY

We are proud to contribute to our local democracy through the Citizen Budget Advisory Committee. We believe that Multnomah County plays a critical role in fostering a sustainable and equitable environment for its residents, and we are happy to be part of it.

Between November 2017 and April 2018, the Non-D CBAC met with and reviewed program offers from Chair Kafoury, County Commissioners, and staff from the offices of Emergency Management, Communications, Finance, Government Relations, Diversity & Equity, the Joint Office of Homeless Services, and the County Auditor. After numerous hours of discussion between the members of our Committee, we are pleased to communicate our:

- **Program recommendations** - FY19 priority funding requests for Non-D offices
- **Office-specific recommendations** - How to improve MultCo's operations and its impact on the County's residents

In order to evaluate the program offers and prevailing policy of each Non-D office, our CBAC established the following **thematic priorities for FY19**:

- Advance equity¹
- Address homelessness and the housing crisis
- Promote emergency preparedness
- Serve mental health and addiction needs

Additionally, in terms of **program implementation**, our priorities are ensuring accountability (monitoring program efficacy, efficiency, and inclusivity), and promoting collaboration across jurisdictions and with external County service partners. This is reflected in the following sections, both in our program recommendations and our feedback to specific offices.

¹ Advancing Equity is creating fairness and equality through targeted universalism in MultCo's policies and services, including remediating historical and current systematic and institutional disadvantages suffered by marginalized communities. Considering the geographic distribution of resources and services within the County is paramount to this goal.

Non-Departmental (Non-D) CBAC

Following our thematic priorities, our **top three Program Offers** are:

1. 10052E - JOHS - Safety off the Streets - Family Shelter: Youth Activities
2. 10017C - ODE - College to County
3. 10012B - OEM - Protecting Multnomah

While we touched on it briefly in our thematic priorities above, we feel it is imperative to emphasize our support for the **advancement of equity** within the County in this executive summary. Equity, diversity, and inclusivity were themes in most, if not all, the presentations that we heard. Particularly the elected officials pledged their commitment to the advancement of equity, and highlighted that County services are designed and implemented through an Equity Lens. The majority of our committee members participated in the Multnomah County Equity & Empowerment Lens Training this spring and we found that this assessment tool is, unfortunately, not being used by a majority of Non-D programs. As a result, the County cannot demonstrate that its impact on minority and low-income populations has equitable outcomes. Many program offers do not have relevant outcomes that demonstrate short-term to long-term impact, or do not measure outcomes at all. **We recommend that for program offers directly affecting residents, the impact on minorities and low-income populations should be systematically evaluated.** We hope to see a greater focus on this in next year's program offers.

Furthermore, **we challenge the County to request that each department and office establish an Equity Plan by the end of the year 2018**, aiming at systematically reviewing services offered by the County through the Equity and Empowerment assessment tool promoted by ODE.

PROCESS

The Non-Department CBAC met nine times (11/8, 12/4, 1/8, 1/22, 2/5, 2/26, 3/12, 3/20, and 4/2) for over 23 hours, to hear presentations from the Chair, Commissioners, and Non-D offices, and to discuss the program offers for the FY19 budget. We reviewed 43 program offers and met with:

- Chair Kafoury and Nancy Bennett
- County Commissioners and their staff:
 - Sharon Meieran, D1
 - Jessica Vega Pederson, D3
 - Lori Stegmann and Rebecca Stavenjord, D4
 - Elizabeth Mazzara-Myers and Jimmy Brown, D2
- Christian Elkin, Finance Office
- Steve March, Auditor
- Ben Duncan, Office of Diversity and Equity
- Jeston Black, Government Relations
- Chris Voss, Emergency Management

Non-Departmental (Non-D) CBAC

- Julie Sullivan-Springhetti and staff, Communications
- Marc Jolin with Christian Elkin, Joint Office of Homeless Services

We believe that the CBAC process functions well in general. The Non-D CBAC covers a large number of diverse offices. We found it challenging to propose initial program offer recommendations only one week after their publication. We will, therefore, review our process at the conclusion of this term and anticipate proposing suggestions for Non-D CBAC process improvements.

EMERGING ISSUES & CHANGES

The most critical emerging issues relate to homelessness, housing security, emergency preparedness, and the equity and accountability of County services. While offices across the County face a potential 2% budgetary constraint, we maintain that some innovative/new programs are necessary to address some of the County's most pressing concerns. Specifically, the Joint Office of Homeless Services has several existing and new programs that are currently out of target. We would like to highlight that while we strongly support many of the out-of-target JOHS program offers, we also decided to show our support for some of the less visible and less funded offices, such as OEM and ODE. Nevertheless, we agree that housing security and homeless services are still at the top of the County's list of acute challenges.

In meeting with a large number of staff members from various Non-D offices, it became clear that there was little consistency across the offices. This was concerning especially in terms of evaluating outcomes, outputs and equity of services. Collaboration between offices, across jurisdictions, and with external service partners was demonstrated by some offices more than others. This was taken into consideration when evaluating program offers, as well as addressed further in the implementation section of our recommendations.

PROGRAM RECOMMENDATIONS

Our recommendations focus on the one-time funding requests, out of target program offers, and new programs.

1. 10052E - JOHS - Safety off the Streets - Family Shelter: Youth Activities \$100,000

We believe that the youth that would be served by this program need safer, healthier activity options. The County needs to increase its involvement in family shelter programming, particularly communicating with service providers and better monitoring service provision. However, one full-time and two-part time staff does not seem adequate to ensure program success. We suggest that this program offer fund three full-time staff (Youth Coordinator, Program Assistant, and Early Childhood Activity Coordinator), as well as provide for increased transportation support. Additionally, the service provider could expand what they offer in terms of early

Non-Departmental (Non-D) CBAC

childhood programs and incorporate early childhood components with whole-family events like family night.

2. 10017C - ODE - College to County \$95,517

This offer is well aligned with the priorities the Non-D CBAC established. It has positive social and economic impacts on people of color and other underrepresented groups by mitigating institutional and structural barriers to equal employment opportunity. It focuses on promoting equity at an early stage. Recently, there has been harsh criticism over systemic racism at the County, and this program honors and advances the County's commitment to building a diverse workforce. We believe there may also be opportunities for collaboration with the SummerWorks program.

3.10012B - OEM - Protecting Multnomah \$250,180

In the event of a major emergency in Multnomah County, an area with an elevated risk for a number of natural and man-made disasters, it will be crucial that response plans have been outlined, practiced, and communicated to County partners and the public. This offer emphasizes continuity of government and continuity of operations. Additionally, Mr. Voss discussed coordination with community partners in our meeting, which we agree will be necessary for the best possible outcome in the event of a major emergency. While the specifics for this offer are unclear, we felt the necessity for increased emergency response planning is critical enough that we still strongly support it. We would like to see details regarding how the outcomes of the program will be measured (success of the training/exercise), which areas of the County the exercises will take place in, and how communication with the public will be managed. Given the fundamental role this office plays in our community, the budget of the Office of Emergency Management seemed strikingly low when compared to those of other offices.

(We have included two further program recommendations below, as well as recommendations specific to some of the Non-D Offices)

FURTHER PROGRAM RECOMMENDATIONS

4. 10029D - D2 - Summerworks - High-Risk Youth \$132,250

This offer is well aligned with the priorities the Non-D CBAC established. It has positive social and economic impacts underrepresented groups by providing experience to high-risk youths. SummerWorks provides work-readiness training and job-coaching, which can have a long-term positive impact on those it serves. We recommend positioning the Summerworks program within a department or a non-elected office to empower that office to better integrate this program with others similar to it; having an isolated program under a commissioner's office does not seem sustainable and may lack the holistic approach required for successful outcomes. We believe there may also be opportunities for collaboration with the College to County program, and that perhaps both programs would benefit from being facilitated through the same office.

Non-Departmental (Non-D) CBAC

5. 10053L - JOHS - Housing Placement & Retention - Market Increase for Rents **\$175,000**

This program adds the additional rental assistance funding it will take to maintain current housing placement capacity. Without this program approximately 175 fewer people would be placed in permanent housing. We appreciate that the reported outcome measures show how effective the program is (e.g. % of households that remained housed after 6 months). We recommend that funding be prioritized for low-income residents in areas with rapidly rising rents, such as NE Portland and Gresham. Market rents have been increasing; if the County's goal is to keep people in permanent homes, the budget for housing placement and retention needs to keep pace.

OFFICE-SPECIFIC RECOMMENDATIONS

We have included recommendations to the Commissioners and Non-D offices. We hope that these recommendations are taken into consideration, and look forward to continuing to work with you on these and other goals in the coming year.

Recommendations to Commissioners:

Tax Reform: We recommend that MultCo better advocate for the need for a more fair, statewide tax system related to Property Tax (the current property tax system seems to be recognized as critically unfair and unequal for County residents, and is also currently creating a planned major budget deficit for the County).

Universal Representation: We recommend that MultCo commissioners uphold their commitment to equity, sanctuary, and inclusivity by funding a joint program with the City of Portland to support universal representation, with the goal of providing an immigration attorney to all Multnomah County residents who are facing deportation.

Program Impact Measurement: We recommend that outputs (concrete deliverables) and outcomes (social, economic or environmental impact) must be better defined in the MultCo Program offers, to ensure greater program quality and efficiency. Currently, the success of most program offers are just defined by basic outputs such as numbers of beds, number of participants or number of trainings, which are basic indicators of people reached but not of the success of the services offered. Having at least short-term or intermediate outcomes will help evaluate success and elucidate synergies between programs.

Recommendations to the Office of Diversity & Equity (ODE):

We recommend that ODE takes a bigger role in supporting each department/office in setting output and outcomes measuring the impact on minorities and low-income populations. We

Non-Departmental (Non-D) CBAC

believe that MultCo should aim at systematically evaluating services offered to residents through a diversity and equity lens.

Recommendations to the MultCo Office of Emergency Management (MCOEM)

Emergency Preparedness Communication: We recommend that OEM works with the Office of Communication to improve the emergency page of the MultCo website, which has very limited information about emergency preparedness. We recommend that the website includes Beacon Sites, training opportunities, and emergency-preparedness-related community events. In the event of a major emergency, communication will be difficult, so providing as much information as possible in preparation is critical.

Collaboration: We suggest exploring the option of having a Joint Office of Emergency Services with the City of Portland for major emergencies that would affect the entire region. We appreciated the focus on increased collaboration with service providers, and also suggest close partnerships with the State of Oregon, the City of Portland and neighborhood associations.

Recommendations to the Office of Communication (OC):

Compared to Metro or the City of Portland, it seems that Multco suffers from a significant lack of recognition, despite the important services offered by the County. Residents may not be aware of what the County does or what services are offered.

- We recommend that OC takes a stronger approach and leading role in making MultCo services known to the public. Currently, it seems that each department/office needs to do their own external communication, which may be done with or without successful communication expertise.
- We recommend that OC and EOM update the emergency page of the MultCo website, which has very limited information about emergency preparation and response.

Recommendations to the Finance Office:

Program Impact Measurement: In accordance with the FY19 Finance Budget Manual, program offers should state clear outputs and outcomes. Currently, the success of most program offers are just defined by basic outputs such as numbers of beds, number of participants or number of trainings, which are basic indicators of people reached but not of the success of the services offered. We recommend that Finance better train each office/department (in collaboration with ODE) to better define their outputs (concrete deliverables) and outcomes (social, economic or environmental impact) to ensure greater program quality and efficiency, and measure equity outcomes.

Recommendation to the JOHS:

Non-Departmental (Non-D) CBAC

Monitoring: We recommend that the JOHS improve the monitoring of service goals, delivery and outcomes. We echo the County Auditor's recommendation that the County use HUD performance measures and provide context for performance progress and deficiencies. JOHS program offers should explicitly state their plan for monitoring outcomes delivered by service providers.

Communication with Service Providers: Increase communication on programming expectations, especially if/when shelter operations change significantly (i.e. when capacity limits are enacted, future plans for motel locations, etc).

City of Gresham: Collaborating with the City of Gresham as well as the City of Portland is important. Rents are on rise the Gresham as well, and we feel that the City should be more involved in these efforts; one councilor on A Home For Everyone is not enough; we recommend the JOHS send a representative to sit on the newly-created Gresham Task Force on Housing.

ACKNOWLEDGEMENTS

The Committee would like to give special thanks to each of the dedicated Commissioners and County employees who presented to us in the evening, making time at the end of a busy work day and taking time away from their families. We also offer thanks for the invaluable services of OCI Program Manager Brenda Morgan in keeping us focused, providing guidance, and suggested improvements for our meeting process.

Multnomah County Library Advisory Board

TO: Multnomah County Library District Board (3) pages

FROM: Multnomah County Library Advisory Board

DATE: April 18, 2018

SUBJECT: Library Advisory Board Budget Report & Recommendations

EXECUTIVE SUMMARY

The Library Advisory Board (LAB) fully supports the Multnomah County Library (MCL)'s proposed budget, which we believe will allow MCL to serve the community well. We support the proposed increase in the property tax rate from \$1.18 to \$1.20. We also support in particular the thoughtful additions to the library's budget, particularly concerning safety/security and technology improvements. In the longer term, the LAB understands the library's need to expand into 21st-century library spaces, and we strongly support the space planning efforts needed to make this a reality. While we appreciate the prudence reflected in the proposed budget, the LAB is well aware that, as for the county as a whole, MCL's costs are rising much faster than property tax revenues can sustain, and we are concerned about what that may mean in the years to come. Overall, the LAB is proud to support the library in its continuing efforts to meet ever evolving community needs, produce innovative programming, and focus its work on equity. We appreciate the thorough work of library staff in preparing this budget, and we encourage the Library District Board to adopt the budget as presented.

PROCESS

In accordance with Chapter 19 of the County Code, the Library Advisory Board continues to serve as the Citizen Budget Advisory Committee for the library. The 17-member Library Advisory Board holds monthly meetings throughout the year and is kept up to date on library operations, programs, policies, priorities, and budget.

The Finance Committee of the Library Advisory Board conducted a review of the library's proposed Fiscal Year 2019 budget. The Finance Committee met five times in January and February and has reported to the full Library Advisory Board on its findings. Library Director Vailey Oehlke and Director of Operations Don Allgeier attended these meetings and provided information, reports, and budget briefings for the committee's review. In addition, the committee received a Library District Revenue

Library Advisory Board Members: Elizabeth Hawthorne* – Chair, Jack MacNichol* – Vice-Chair, Marc Alifanz, Chester Ching, Erin Cooper, Thomas Dwyer*, Rob Edmiston*, Alisa Folen*, Lois Leveen, Lizzie Martinez, P.K. Runkles Pearson, Mardy Stevens, Cynthia Tseng, Clare Wilkinson*, Brian Wilson, Elliot Zais (*Finance Committee Members) **Library Staff:** Vailey Oehlke – Director of Libraries, Don Allgeier – Director of Operations

Multnomah County Library Advisory Board

Forecast from Principal Budget Analyst Jeff Renfro. The Library Advisory Board has reviewed, approved, and accepted the Finance Committee's recommendations, which serve as the basis of this report.

EMERGING ISSUES & CHANGES

For the first time since the creation of the Multnomah County Library District in 2012, the proposed budget increases the property tax rate from \$1.18 to \$1.20. This new rate is still less than the \$1.24 maximum district rate approved by the voters. This increase is in line with the financial models created when the library district was formed, and the LAB feels this is a prudent choice. We are aware, however, that increases in this tax rate are limited, and that increasing the rate will not provide long-term financial stability. Like the county as a whole, the library sees its expenses continue to grow faster than current property tax revenues can sustain.

Ensuring the safety of patrons, staff, and volunteers as well as the security of buildings and property continues to be a significant issue for the Library. This year's budget reflects a 20% increase in security-related expenses. The LAB strongly supports the library leadership's commitment to making public spaces safe and accessible for all. We anticipate that this will continue to be a significant issue for several years to come, and we hope that the library can find ways to meet its safety and security needs without dramatic increases in spending.

Another significant change in the proposed Library budget is the introduction of a new Integrated Library System (ILS). This database is the operational backbone of the library and is used to buy materials, maintain the catalog, register patrons, manage holds, and check out materials. While the move to this new system will lead to some one-time cost increases related to implementation and training, the new subscription will cost less annually and provide better value than the current product. The new ILS offers many opportunities to improve efficiencies and services for library patrons including stronger data security, better integration with other products, mobile services for staff and patrons, and the ability to serve patrons in multiple languages.

Looking beyond the current budget, planning for the Library's future facility needs is critically important to the institution's success. With the adoption of the [Framework for Future Library Spaces](#) in June 2017, MCL and the County now have a pathway for how to move this work forward. The framework calls for bold changes and expansions to the physical spaces the library occupies. These changes are essential for the library to meet the evolving needs of our rapidly growing community. These initiatives will alter some operating costs over the long-term, but will also allow for improvements and efficiencies that are impossible in the library's currently limited footprint. The LAB looks forward to partnering with library leadership, the District Board, and community partners to help realize the vision for 21st century library spaces as outlined in the framework.

Library Advisory Board Members: Elizabeth Hawthorne* – Chair, Jack MacNichol* – Vice-Chair, Marc Alifanz, Chester Ching, Erin Cooper, Thomas Dwyer*, Rob Edmiston*, Alisa Folen*, Lois Leveen, Lizzie Martinez, P.K. Runkles Pearson, Mardy Stevens, Cynthia Tseng, Clare Wilkinson*, Brian Wilson, Elliot Zais (*Finance Committee Members) **Library Staff:** Vailey Oehlke – Director of Libraries, Don Allgeier – Director of Operations

Multnomah County Library Advisory Board

RECOMMENDATIONS

We recommend that the Library District Board adopt the proposed budget of \$83.3 million and 539.20 FTE. This budget expansion is modest and the LAB feels the proposed changes and expansions to the budget are well-considered and appropriately focused on supporting ongoing operational stability. We appreciate the library leadership's thoughtful attention to the sustainability of the institution and their commitment to modest growth within the constraints of the district's property tax rate limitation. We also strongly recommend that the Library move forward quickly but prudently to enact the recommendations adopted in the [Framework for Future Library Spaces](#).

ACKNOWLEDGEMENTS

The Library Advisory Board wishes to thank the members of its Finance Committee who led the creation of this report. We also wish to acknowledge the work of Library staff and particularly Director of Operations Don Allgeier, who has adeptly supported our work.

Library Advisory Board Members: Elizabeth Hawthorne* – Chair, Jack MacNichol* – Vice-Chair, Marc Alifanz, Chester Ching, Erin Cooper, Thomas Dwyer*, Rob Edmiston*, Alisa Folen*, Lois Leveen, Lizzie Martinez, P.K. Runkles Pearson, Mardy Stevens, Cynthia Tseng, Clare Wilkinson*, Brian Wilson, Elliot Zais (*Finance Committee Members)

Library Staff: Vailey Oehlke – Director of Libraries, Don Allgeier – Director of Operations

Library Advisory Board Members: Elizabeth Hawthorne* – Chair, Jack MacNichol* – Vice-Chair, Marc Alifanz, Chester Ching, Erin Cooper, Thomas Dwyer*, Rob Edmiston*, Alisa Folen*, Lois Leveen, Lizzie Martinez, P.K. Runkles Pearson, Mardy Stevens, Cynthia Tseng, Clare Wilkinson*, Brian Wilson, Elliot Zais (*Finance Committee Members) **Library Staff:** Vailey Oehlke – Director of Libraries, Don Allgeier – Director of Operations

DCS CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners (4) pages

FROM: Department of Community Services CBAC

DATE: April 18, 2018

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The Department of Community Services Citizen Budget Advisory Committee met with the Department Director and Division Directors and/or staff, who conducted tours and shared overviews of department and division functions and responsibilities, current budgets, strategic planning goals, and program offers. This background information was used in preparing this document.

The CBAC commends the Department of Community Services (DCS) for aligning its budget requests with the department's strategic plan. We support adopting the departments' in-target program offers without change. Our recommendations focus on support for two (2) out-of-target one-time-only program offers;

1. Elections Voter Access (Program Offer 91010B)
2. Elections Voter Education and Outreach (Program Offer 91010C)

We make these recommendations recognizing the economic uncertainties of the state and federal budgets.

PROCESS

The Department of Community Services Budget Advisory Committee, staffed by Tom Hansell and Samuel Konadu, is comprised of community members Fern Elledge, Mary Stewart (Chair), Mark Klein, Richard Mitchell, and Jacob Strawn. The DCS CBAC met six times from December 2017 through March 2018, learning about each division's operations, budgeting

needs and requests for FY 2019 through pertinent tours, and interesting, informative and enthusiastic presentations offered by:

Kim Peoples, DCS Director

Tim Scott, Elections Director

Ian Cannon, County Engineer/Transportation Division Director

Jackie Rose, Animal Services Director

Michael Cerbone, Land Use Planning Division Director

Information on budget goals, clear performance measures, outcomes and timelines received during these meetings and through facility tours, as well as our review of FY 2019 department program offers, provided the basis for this report. We met with **7 (seven) staff** members and spent approximately **fourteen (14) hours** in meetings and on tours. We appreciate all of the work of County staff to assist and inform the members of this CBAC during this budget season.

EMERGING ISSUES & CHANGES

The DCS divisions continue to utilize the FY 2018 Strategic Plan with its identified objectives, strategies, actions, and metrics to measure progress toward achieving stated goals.

Animal Services Division continues to be recognized nationally for its exceptionally high live release rate. Nonetheless, an audit report highlighted division challenges, including a lack of space to provide effective services and staffing below recommended levels necessary to meet Guidelines for Standards of Care in Animal Shelters.

Animal Services continues to rely on hundreds of volunteers to maintain current levels of exceptional service. There is an additional need for a 1 FTE Veterinary Assistant (Animal Care Aide classification), critically important to daily operational efforts, and to develop and enhance programs to best meet the increased medical services needs of the animals entering the shelter. The need and justification for this position derive from increased and enhanced medical services provided. As an open admission shelter, animals are admitted for service seven (7) days per week and care/surgery is provided all of these days. The current staffing patterns consists of two (2) Veterinary Assistants, each of working a ten (10) hour, four (4) day work-week.

Elections Division - Multnomah County Elections is a nationally recognized leader in providing comprehensive election resources and equitable voting access. Their model Voter Education and Outreach Program, originally funded in FY2016, can continue and expand this exemplary work throughout the county with the support of a Program Technician. In compliment, the

***Members:** Mary Steward, Chair & CCBAC Rep; Fern Elledge; Mark Klein; Richard Mitchell, Jacob Strawn*

***Staff:** Sammuell Konadu, Tom Hansell*

Elections Voter Access program provides enhanced voter services including information, ballot tracking, and secure official 24-hour ballot drop sites. Following a successful pilot study in January of 2018, this program also funds the Voter Center Express in Gresham offering multi-lingual voter resources and support for diverse geographic and cultural populations.

Transportation Division - Repair of the significant damage to county road systems during the severe winter of 2017 was funded through the Road Fund. As a result, it has limited funds for pavement maintenance, and insufficient resources for future maintenance requirements. Funding for transportation infrastructure continues to be an acute challenge.

The division is directly engaged in regional, state and federal decision-making on transportation funding that affects the county’s ability to achieve many of its interdepartmental goals as well as capital improvements. The Burnside Maintenance project will move into the 2-year Earthquake Ready Burnside Bridge Study to determine if the existing Burnside Bridge can be seismically upgraded.

RECOMMENDATIONS

The Department of Community Services followed the guiding principles of maintaining current service levels, looking for efficiencies wherever possible, and aligning with the department mission and strategic plan in developing its FY19 program offers. The CBAC found merit in the identified strategies to achieve capacity, improve customer service, and meet the goals outlined in the strategic plan. We support adopting the departments’ in-target program offers without change. Our recommendations are for two (2) Elections Department out-of-target program offers grouped by priority:

Elections Out of Target Program Offers

- 1. **(OT) - #91010B - Elections Voter Access** **\$90,000**
The continued operation of this pilot program ensures and increases access through ballot tracking and voter communication service, provides multi-lingual voter information and services, maintains services to citizens in East County at Voter Center Express, and continues operational support for 24-hour ballot drop sites.

- 2. **(OT) - #91010C- Elections Voter Education and Outreach** **\$102,352**
The Voter Outreach component of the elections budget has begun its important work of ensuring that the democratic process hears all the voices of our community. In just over a year, the program enabled Multnomah County Elections to become a state leader in providing equitable access to voting and elections resources for previously underserved citizens. We join Director Peoples in highlighting this expenditure as imperative in our diverse county. Key components of the FY 2019 VEO program include: strengthening in-demand language assistance services, continuing to build a framework to support

Members: Mary Steward, Chair & CCBAC Rep; Fern Elledge; Mark Klein; Richard Mitchell, Jacob Strawn
Staff: Sammuell Konadu, Tom Hansell

mandated voting materials in languages other than English, hosting outreach events focusing on underrepresented communities, developing Voter Registration Drive educational workshops for community leaders and organizations, and increasing access to confidential and secure voting assistance for citizens with disabilities.

We also fully support the three (3) transportation programs that receive funds from FY 2018 continued funding sources.

Transportation Out of Target Program Offers

3. (OTO) - #91013B - Safe Routes to School Flashers **\$100,000**

This program funds the installation of Rapid Flashing Beacons (RRFBs) and makes ADA improvements in key high pedestrian use and safety corridors on the county transportation system. The rapid flashing beacons and crosswalk enhancements will be located in the Troutdale School District Boundaries.

4. (OTO) - #91014 - Levee Ready Columbia **\$149,824**

The budget for this project continues to support a staff position ensuring that the region addresses federal requirements for levee accreditation for the Oregon Solutions Columbia River Levee Improvement Project. This project is a multi-year effort, entering its third year. Failure to address identified deficiencies puts communities at risk of flooding, poses a risk of loss of levee accreditation under the Federal Emergency Management Agency’s National Flood Insurance Program, and is noncompliant with the US Army Corps of Engineers Rehabilitation and Inspection Program.

5. (OTO) - #91018B - Road Capital Improvement Plan Update **\$200,000**

This is a continued update of the Multnomah County Road Capital Improvement Plan (RCIP) providing an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates. The RCIP identifies and prioritizes the needs of the county’s transportation system and guides the county’s transportation capital funding strategies for federal, state and local funds.

ACKNOWLEDGEMENTS

The Committee would like to give special thanks to Tom Hansell and Sammuell Konadu for patiently sharing their guidance and knowledge of the department with the CBAC. We would also like to thank Brenda Morgan, Office of Community Involvement, for her support of the CBAC, and the Division Directors and representatives who provided fascinating and informative tours of their facilities and generously answered our questions and provided program insights.

*Members: Mary Steward, Chair & CCBAC Rep; Ferm Elledge; Mark Klein; Richard Mitchell, Jacob Strawn
Staff: Sammuell Konadu, Tom Hansell*

DCA & DCM CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners 4 pages

FROM: DCA & DCM CBAC

DATE: April 6, 2018

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The DCA/DCM CBAC has historically focused on one time only funding requests, out of target program offers, and new programs. Additionally, we review the major projects to provide our thoughts and input on the ongoing management, support, and monitoring of these projects. This year we reviewed program offers from both DCA and DCM, and provided our input on those that stood out in terms of cost, impact, or relative merit.

PROCESS – The DCA/DCM CBAC focused on one time only requests, and met with the leaders of those organizations which submitted one time requests. The discussions included an overview of the organization itself, particular concerns and themes, and specific requests that were anticipated (the majority of the discussions occurred prior to the actual budget submissions).

The team met with the following county leaders:

- Marissa Madrigal - COO and DCM Director
- Sherry Swackhamer, CIO, and Bob Leek, Deputy CIO
- Travis Graves, Chief Human Resources Officer and DCM Deputy Director
- Rick Teague, Deputy County Assessor
- Henry Alaman, Director of Facilities and Property Management

EMERGING ISSUES & CHANGES – Key themes that emerged from our discussions with various County leaders included the following:

1. The County continues to be under serious financial pressures as a result of the property tax cap imposed by state legislation. The CBAC did not see any clear path to addressing this shortcoming of legislation at the state level, and share the frustration that County administrators must feel. We are impressed with how the County has dealt with this ongoing issue by spending efficiently and being diligent in terms of projects and ongoing expenditures. That said, it feels like an increased push at the state level to revisit the tax base and approach may be critical to a healthy long term funding model.

DCA/DCM CBAC

2. The housing and homeless crisis is clearly not getting any better, and impacts virtually all County stakeholders. We believe that the County is doing a commendable job in getting after this problem with the resources they have, and encourage the ongoing collaboration with the City of Portland and other organizations to do what they can on this issue.
3. Some of the one time requests from DCA may be mis-cast as 'One Time'. While they are capital expenditures, they really are cyclical, based on usable life of the asset, and in some cases are impacted by external factors. We would recommend revisiting the approach to funding for some of these requests (particularly Technology Improvement and Cyber Security) to a more fixed, predictable, operational model in which funding is built into the operational budget of the County. These are ongoing, critical expenditures, and must be funded to ensure the health of County operations. They should be seen as 'the cost of doing business' for an enterprise as large as the County.

RECOMMENDATIONS - Our specific recommendations are to support the following requests:

Department of County Assets:

- | | | |
|-----------------|--|--------------------|
| <u>78220-19</u> | <u>DCJ East County Campus</u> | <u>\$7,259,712</u> |
| | <ul style="list-style-type: none">• We are supportive of the vision and effort to consolidate County assets into a campus located on eastside. We understand that a significant volume of County services are performed in East County, and by working towards an East Campus the County would succeed in both providing increased access to communities where services are delivered and reducing the cost of doing business through more centralized business operations. | |
| <u>78224-19</u> | <u>Vance Property Master Plan</u> | <u>\$ 150,000</u> |
| | <ul style="list-style-type: none">• We are supportive of the development of a long term Master Plan for the Vance property. It will lead to enhanced development options which make better use of the former quarry and the associated park portion on the west side of the property. | |
| <u>78225-19</u> | <u>Facilities Dedicated Facilities Specialist for Shelter Transitions</u> | <u>\$ 137,215</u> |
| | <ul style="list-style-type: none">• We are supportive of the idea of reinforcing the needs and appreciate the opportunity to provide feedback towards a program that meets both the business and a service need of the County. We are also encouraged that part of this process was to transition some of the shelter management to a non-County agencies, which aims to free up public funds for other uses. | |
| <u>78301-19</u> | <u>IT Innovation & Investment Projects</u> | <u>\$1,747,422</u> |
| | <ul style="list-style-type: none">• In addition to the specific projects called out in the FY 2019 Portfolio for the IT Innovation and Investment Projects, we wanted to add our support to the County Technology Improvement Program. Given the volume and diversity of County IT assets, and the criticality of the functions they support, it is essential that the County maintain a reasonable level of currency for technology. The County has made a number of good moves to manage their portfolio (movement to cloud based systems being a key component), but it still needs to continue to maintain a realistic level of updates for those assets that they retain. We feel that requirements | |

DCA/DCM CBAC

such as these may be better managed as an ongoing/recurring program, as they really aren't 'one time' expenditures.

78318-19 IT Cyber Security \$ 515,599

- Cyber Security is, and will continue to be, a critical facet of any IT organization. We are pleased to see progress is being made, and support the ongoing investment in this space. The County manages a large volume of highly sensitive personal data, and it will be paramount to continue to ensure it is managed safely and securely. We expect to see continued investment in this space to stay ahead of the curve of cyber-threats. Much like the IT Innovation & Investment Projects, ongoing investment in CyberSecurity should really be treated as an ongoing expense/investment rather than one time.

Department of County Management

72000B-19 Organizational Development \$ 284,998

- The goal of creating a fair, supportive, and inclusive work environment for staff should be standard practice for any business. Examining and reviewing County Human Resource policies and practices are important steps towards attaining this goal for Multnomah County workers. DCA/DCM CBAC supports this program offer, and hopes it will demonstrate to employees that their views have been heard and action is being taken to address their concerns.

72022-19 DCM Workday Management Team \$2,273,389

- We understand the additional 12 FTE are a part of the original scope of the project and based on recommendations from Deloitte. It is our understanding these FTE will be incorporated into the normal budget process in FY2020 and ongoing cost associated with these positions will be assessed as you learn more about the needs of the new systems. With this understanding we are supportive of this program offer as we realize the first year of implementation will be a transformative year.

72036-19 DART Residential Development Program \$
760,225

- The DART Residential Appraisal Program has demonstrated, in its first year, the value of this new avenue of property evaluation. We are encouraged by the upward revision of accounts and view this as evidence the assessors are quickly becoming comfortable with this new method. It is our hope that accurate RMV will lead to an increase in revenue for the County.

This program has already identified approximately \$155,000 of additional property taxes due to increase property valuation. These new taxes, plus taxes that have yet to be identified, will provide a compounding return. They will be collected on an annual basis and will continue to increase each year.

There are 2 equity components with this program offer:

DCA/DCM CBAC

- The program will hire and train individuals from groups that have not historically participated in the property appraisal industry. This will increase the representation of these groups in the field.
- Identifying property from new additions and developments increases equality in the tax market as it identifies properties that aren't paying their fair share of taxes based on property tax law.

ACKNOWLEDGEMENTS

The Committee would like to give special thanks to Lisa Whedon, Deb Anderson, and Matt Moline for their support, coordination, facilitation, and helpful and positive attitudes. They were essential to the organization and scheduling of our discussions, and provided excellent perspective on virtually all of the budget requests discussed. Additionally, we'd like to thank all of our guests/presenters for their time and excellent presentations.

MCSO CBAC



Multnomah County Sheriff's Office CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners (5 pages)

FROM: MCSO CBAC

DATE: April 18, 2019

SUBJECT: Budget Advisory Committee (CBAC) Report and Recommendations

Executive Summary

As the Sheriff's Office CBAC, we are pleased to see Sheriff Michael Reese's collaboration with other County Departments, the cities within our County, criminal justice system partners, and our community to jointly address issues, which in the long run will result in greater efficiencies and service excellence. For quick context, the Multnomah County Sheriff's Office (MCSO) employs 800 members and the Agency is organized into the following three (3) Divisions; it is their privilege to serve the people of Multnomah County:

- *Corrections (Facilities and Services):* The primary goal is to provide compassionate service, which encompasses safety and security. Members manage the day-to-day operations of two facilities – referred to as MDCD and MCIJ - while building a collaborative work environment alongside the support, program, and medical staff. Members work directly inside correctional housing units and actively engage with those in custody allowing for effective management of facility populations and responsiveness to emergent needs.
- *Law Enforcement:* The primary goal is to provide around-the-clock professional law enforcement services that ensure the fundamental needs for safety and livability are provided for everyone within our diverse communities. Members patrol both urban and rural areas, responding to nearly 6,000 calls for service, across more than 280 square miles of land and 110 miles of waterways. Law enforcement members also serve the nearly three (3) million visitors who annually travel to Multnomah County to take in its natural beauty.
- *Business Services:* The primary goal is to provide internal professional support to the Sheriff's Office, ensuring that Corrections and Law Enforcement have necessary and appropriate tools to perform their jobs. The Division encompasses the Fiscal Services, Planning and Research, Training and Information Technology and Enforcement Support Units.

MCSO CBAC

Process

MCSO recognizes the Citizens Budget Advisory Committee (CBAC) as a community engagement effort to independently review and make recommendations about the efficient and fair distribution of Multnomah County Sheriff's Office operational and budgetary resources, so as to reinforce public confidence in County-government.

MCSO was pleased to welcome back CBAC members and warmly welcomed Ted Tosterud, to fill a vacancy created by term limit. Last year MCSO facilitated meetings, tours of MCSO facilities and arranged for CBAC members to participate on ride-alongs in anticipation of making budget recommendations. Similar educational opportunities were extended to CBAC members this year.

From October through April, the CBAC membership and MCSO management convened four (4) meetings to discuss MCSO finances, operations and to draft a Report with FY 2018-2019 budget recommendations to the Board of Commissioners.

Emerging Issues & Changes

MCSO's CBAC began its budgetary review by going back to basics, asking the question "what is the role of public safety in the County?" We upheld that at its core, our public safety mission is to establish safe communities, because without fundamental levels of community safety, all of the County's initiatives to help residents succeed and thrive are threatened to fail. The important work done by our partner County agencies, including the health care programs, homelessness initiatives, equity efforts simply cannot work in neighborhoods where individuals and families are under constant threat of being victimized. With the challenges faced by the Chair's direction to produce reduction to the FY 2019 MCSO Budget, the MCSO CBAC struggled on how to do so without significantly impacting service levels.

We spent much of our time together considering the role of public safety and promoting and fostering equity. Public safety is an equity issue – the vast majority of victims of crime in Multnomah County are people from vulnerable populations: people of color, families in poverty, and new immigrants. Moreover, the burdens of crime are felt disproportionately by these vulnerable populations. An example of this can be illustrated by a stolen car. The theft of a vehicle may be an inconvenience for those fortunate enough to have financial resources. For many of our neighbors, a stolen car means no way to get to a job, to your home-bound mother, or to education. The resulting job loss, lost schooling, or inability to appropriately care for family members have consequences that can have a greater impact on people from on vulnerable populations.

Multnomah County has an admirable track record of building initiatives designed to lift up our neighbors and help our most vulnerable citizens succeed. But current budgetary constraints have already threatened to undermine our ability to provide the basic level of public safety necessary to foster success of other vital County and community initiatives. In its ideal form, public safety programs can provide people the *second chance* for opportunity to succeed. Increasingly across the nation, in times of budget constraints, incarceration is viewed essentially as a program of catch, release and catch again but MCSO

MCSO CBAC

is dedicated to the principle of *success* for people who become justice-involved and to break the cycle of recidivism.

While alternatives were discussed, the CBAC remains very concerned that existing budgetary restraints are undermining our efforts. For example, matrix releases have frustrated our efforts to provide people with the second chance they deserve to succeed, nearly half of those released by matrix have been re-arrested after release and many are in addiction treatment readiness program, which means that instead of going for warm handoff to treatment, they are matrixed out, undercutting efforts to connect people with the services they need for recovery and success. The CBAC believes that further budgetary reductions significantly decrease MCSO’s ability to maintain the basic level of public safety that our neighbors expect and that supports the success of key County initiatives.

Recommendations

MCSO implemented an internal budget process to compile recommendations for this year’s budget. The Sheriff met with his Executive Team, Command, and union representation to identify ways in which to meet the 2.0% constraint. Feedback among these stakeholders was prioritized across the Executive, Business Services, Corrections and Law Enforcement Divisions, before seventy-eight (78) program offers were collectively submitted, complete with restraint and add-on requests, to the Multnomah County Chair and her Budget Office. The following table represents the outcomes of this effort, which were reviewed within MCSO’s CBAC:

Program No.	Program Name	Amount	FTE	Status
60445-19	Close Street	\$1,320,592	8.00	Restraint
60410D-19	Turn Self-In Program	\$ 255,015	2.00	Restraint
60100-19	Executive Office Undersheriff Position	\$ 176,831	1.00	Restraint
60521-19	In-Jail Human Trafficking	\$ 191,108	1.00	Restraint
60540-19	Homeless Outreach and Programs Engagement	\$ 317,643	2.00	On-Going
60251-19	Ballistic Vests (OTO)	\$ 213,125	0.00	One-Time-Only
60111-19	Background Investigators	\$ 193,472	2.00	One-Time-Only
60316-19	MCDC Suicide Prevention -Lighting/Window Covers	\$1,000,000	0.00	One-Time-Only

Specifically, CBAC recommendations are as follows and in priority order:

1) (OT) #60445-19 - Close Street Supervision **\$1,320,592**

This program is slated to be eliminated due to the 2.0% reduction; however, the CBAC, along with MCSO, advocates that it is retained. This program keeps offenders in pretrial out of the jail, thus keeping scarce jail beds available for other offenders. This is a highly successful program, which should continue to be funded.

MCSO CBAC

- 2) (OT) #60410D-19 - Turn Self-In Program **\$255,015****
MCSO's CBAC believes this is a valuable program which allows for convicted individuals to serve their time on weekends, which allows for them to continue employment and provide for their families. Impacted adults remain as contributing community members and are held accountable at the same time. We recommend that this program be continued.
- 3) (OT/Ongoing) #60540-19 - Homeless Outreach and Programs Engagement (HOPE) Team **\$317,643****
Last year this was a new effort by MCSO and this year's request to continue the Team is supported by performance measures. The program offers interaction with the homeless population throughout the County, and provides people living outside with assistance and not enforcement. Ensuring the homeless have positive encounters with law enforcement allows them to feel safe and get connected to proper services. This program is a lynchpin in the region's efforts to address homelessness and not continuing funding for it will leave a huge gap in other agencies' abilities to collaboratively address the issues of homelessness felt in our community. We recommend that this Team effort be continued and respectfully request that the County funding for homelessness be considered as a funding resource for this program.
- 4) (OT) #60521-19 - In-Jail Human Trafficking **\$191,108****
The CBAC believes any reduction in support for this cause will be detrimental. Human trafficking as an issue is complex and tragic for its' victims, resulting in long-term implications for the community. The CBAC does not support any reduction to this program.
- 5) (OTO) #60316-19 - MCDC Suicide Prevention – Cell Lighting & Window Covers **\$1,000,000****
Adults in custody have and will continue to make attempts at self-harm, thus this requested capital improvement aims to limit options for this behavior. The Program Offer reflects information vetted by the Department of County Assets (DCA), but is being requested by MCSO. The CBAC supports funding for this improvement.
- 6) (OTO) #60111-19 - Background Investigators **\$193,472****
MCSO currently has three (3) background investigators on staff and two (2) that are temporarily providing additional capacity. This request would ensure the two (2) positions continue their work in the coming year, as they are critical to meet hiring demands that address succession planning.
- 7) (OTO) #60251-19 - Ballistic Vests **\$213,125****
Funding for this critical equipment has been requested before, as this is an annual vest replacement expense. Because each year approximately one-fifth of the MCSO members' vests require replacement, the CBAC recommends that this annual purchase will be sustainably funded on-going and not with one-time resources.

MCSO CBAC

Acknowledgements

As Chair of the MCSO CBAC Committee, I, Dwight Holton (SE Portland), would like to extend special thanks to my fellow Committee members for volunteering their experience and expertise, including Jim Lasher (Fairview) as Past-Central CBAC Chair, Ted Tosteroud (Fairview) as our newest member, and Dana Fuller (Wood Village), Shannon Olive (N. Portland), and Kezia Wanner (SE Portland) for their continued service this year. Together, we wish to thank Sheriff Michael Reese, for providing us access to MCSO members, facilities and records.



TO: Chair Deborah Kafoury and County Board of Commissioners (3) pages

FROM: Multnomah County District Attorney CBAC

DATE: April 18, 2018

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

Despite being confronted with a 2% constraint for the FY19 budget, the prosecution of the most serious criminal offenders and the safety of our community remain the top priority for the Multnomah County District Attorney's Office. As such, recommendations for budget cuts are made based with the intent to minimize impacts on the department's ability to prosecute crimes and maintain community safety in a manner that avoids discriminatory practices and impact. To meet the constraint, our recommendations include reducing personnel from two DA Units, one-time asks for the Sexual Assault Kit Initiative among others, one ongoing ask related to data analysis and research, and some backfill requests.

As a CBAC, we believe there needs to be more data and evaluation of how the DA's Office can use its resources in an equitable and consistent manner that addresses historical inequities and racial disparities in the criminal justice system. For a number of years we have supported a request for resources to enable the DA's office to make decisions with scarce resources and gather the information needed to ensure that resources are devoted to its primary goals.

PROCESS

This year, the DA CBAC added 4 new committee members for a total of 7 members. The CBAC met a total of 6 hours. These recommendations reflect the opinions of the committee, which represent community members and practicing attorneys with a combined 40+ decades of experience with the Multnomah County criminal justice system.

This year, the CBAC's recommendations were based on presentations from District Attorney Rod Underhill and DA Finance Manager, Allen Vogt, both of whom presented information on the budget structure and recommendations of areas of constraint. The CBAC was also visited by Deputy District Attorney, Don Rees, for one meeting. The DA provided helpful rationale for his department's recommendations and given the large number of new committee members, significant time was spent on budget education. Some CBAC members received briefing from

MCDA CBAC

other management level staff in earlier years, but staff briefings were limited this year. Accordingly, all substantive information was provided directly from the District Attorney and did not include other viewpoints within the office. As there are some CBAC members who are familiar with the criminal justice system and the District Attorney's office in general, the opinions of these members were discussed at CBAC meetings. Topics covered included Portland's Sexual Assault Kit Initiative, the District Attorney's Office historical involvement with Juvenile Dependency and Termination of Parental Rights cases, and changes to the prosecution of "interfering with public transit" (IPT) crimes. The CBAC also discussed some demographic trends relevant to criminal prosecutions.

EMERGING ISSUES & CHANGES

The primary challenge for budgetary decision-making is the lack of data. Data on the efficacy and outcomes of programs is severely lacking, which makes it difficult to make reasoned and thoughtful decisions about how best to support a given program or department. Particularly given the CBAC, as well as the county's commitment to equity, data and information on trends such as the impacts on communities of color and the racial disparities of the criminal system in Multnomah County are critical to help make informed decisions. As the office responsible for making charging and prosecutorial decisions, there is no greater need than that of the DA's office for information to ensure equity in policy and practices.

In addition, the District Attorney's Office is increasingly required to fulfill additional mandates, such as ensuring recordation of grand jury processes and/or utilizing a preliminary hearing charging procedure to address this requirement without any additional financial support. Without increased financial support to comply with state-mandated requirements, programs such as the Neighborhood DA program are vulnerable to cuts as the DA shifts its capacity to meet new obligations.

Other crime-related trends for the county include an increase in property crimes, while rates of violent and gang crimes remain unchanged. The DA's office continues to evaluate programs designed to address lower level drug crimes through treatment in lieu of prosecution.

RECOMMENDATIONS

CBAC recommendations for budget modifications were based on an understanding of the changing demographics of our county and the shifting needs for prosecutorial resources. For example, the need for continued support for community-strengthening programs such as the Neighborhood District Attorney Program in East County where there is a higher rate of crimes and need for services compared with Rosewood was an important consideration. The CBAC also

Members: Ernest Warren, Yesenia Gallardo, Lissa Kaufman, Rebecca Nickels, Lorraine Escribano

Staff: Allen Vogt, Dana Anderson

MCDA CBAC

concurs with the DA's recommendations for cuts because they minimize the impacts of the constraints on the current DA staff since the positions that have been recommended for cuts were positions filled by personnel that are due for retirement. Additionally, during discussions the CBAC discussed the DA's emphasis on ensuring prosecution of more serious person crimes and allocating scarce resources towards this end.

The DA CBAC regrets to recommend the following cuts:

- Unit C/Gangs - DDA4 - 1 full-time DDA4
- Rosewood Neighborhood District Attorney Program - 1 full-time DDA4

The Out-of-Constraint budget requests are based on the need for support for programs that are nearing completion (SAKI) and for programs that will help increase the capacity and effectiveness of the DA's ability to prosecute crimes. Our specific recommendations are as follows, in priority order:

1. #15307B Sexual Assault Kit Backlog Elimination Project (one-time) \$182, 233

This funding will support the completion of the kit elimination, which is nearing completion.

2. #15014 Crime Strategies Unit, Research Analyst 1.0 FTE (ongoing) \$147,074

The Crimes Strategies Unit will work with DA's Office to develop a strategic prosecutorial plan to maximize existing resources. This position that will increase the capacity of the DA's Office by providing analysis, research, and recommendations on targeting areas for prosecution and identifying community needs and evaluating efficacy of DA programs.

ACKNOWLEDGEMENTS

The CBAC would like to acknowledge the contributions of Allen Vogt and Dana Anderson, both of whom ensured that committee members had necessary information and support. The CBAC would also like to recognize our outgoing member, Robert Pung, who served on this and other CBAC committees for the last 30 years. He is dedicated to our County, and his years of service are very much appreciated.

Members: Ernest Warren, Yesenia Gallardo, Lissa Kaufman, Rebecca Nickels, Lorraine Escribano

Staff: Allen Vogt, Dana Anderson



DCJ CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners (3) pages

FROM: Department of Community Justice CBAC

DATE: April 18, 2018

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

We are pleased to present our CBAC report for fiscal year 2019. Under the exemplary direction and leadership of Scott Taylor, the Multnomah County Department of Community Justice has emerged as a national model for data-driven performance measurement, outcome evaluation, evidence-based practices and implementation of justice programming and policies.

We continue to be impressed with the immense fidelity with which department assets and investments are managed. Apart from the OTO Supervised Parenting Program (#50041), DCJ has not requested any out-of-constraint funds, and we concur. However, we see issues emerging that will open the door for more cooperation among departments and that will require additional investments in the coming years.

PROCESS

The DCJ CBAC has met eight times in the past budget year, but has experienced almost complete turnover in membership. We lost one member to term limits and three to relocation out of the county. The members who have joined since September are a group of socially active, politically savvy professionals who are bringing new energy and rigor to the CBAC role.

The following staff presented at the monthly meetings. Scott Taylor, DCJ Director, DCJ budget and operations; Tracey Freeman, JSD Senior Manager, Detention usage; Kathryn Sofich, Budget Workgroup; Truls Neal, Strategic Plan; Dr. Kimberly Bernard, Ph.D, Research and Planning Mgr, DCJ Dashboards.

We were also able to learn more about the work of JSD at the annual Farm to Table Dinner and the JDAI 25th anniversary.

The Department's internal budget process continues to be open and equitable, with input from a large group of staff members. We are convinced that these involved staffers are knowledgeable about the programs and are committed to the department mission and values. We have asked about and have received satisfaction that they have mitigated, as much as possible, the potential racial/ethnic/geographic impacts of the proposed budget changes.

EMERGING ISSUES & CHANGES

Expanding the successful CHI program and model

The CBAC have championed the CHI program (50065) since it was piloted, and program results have been impressive, with expansion to additional community partners. The model has since been adapted to young African American and Latino men (50032) and early results are promising. An analysis of CHI Early Intervention shows high participation and persistence rates by youth, and lower recidivism vs. a comparable sample of youth pre-CHI. Similarly, very early show lower recidivism among adults in the CHI Elevate program vs. their peers. We expect to see this model grow and continue to succeed.

Sharper focus on high-risk/high need clients

DCJ has accommodated the last couple of years of budget cuts by sharpening the focus of its work on the justice-involved individuals with the greatest risk of recidivism (about 21% of total population under supervision). While this is indisputably the most effective use of limited funds, it does have a negative impact: some valuable programs, whose benefit is largely outside the high-risk group, have to be eliminated. Over the past couple of years we have discontinued the Londer Learning Program, cut back on Family Court support, and limited the hours of the Courtyard Café. This year we are phasing out the Justice for Families Supervised Parenting Time program (was 50053-18; now budgeted as OTO out-of-target 50041). Programs that effectively serve real needs of County residents are falling through the cracks between departments. These cracks will only grow as the county revenues continue to be strained.

The growing need for wraparound services

Multnomah County was an early adopter of the now broadly accepted view of justice-involved individuals as more than their mistakes. Treating these individuals' medical, mental, and social needs not only improves their chance of success and protects public safety, but is also ultimately more cost effective than incarceration. However, in the short term, it's expensive. We need to incentivize community partners to improve the availability, quality, and accountability of services for mental health and substance abuse treatment, education and job preparedness, and affordable housing for our clients. As of now, the biggest obstacle we have for providing essential services is the lack of quality supply on the contractors' side. The CBAC would like to explore multi-departmental approaches for oversight of and incentives for contracted suppliers.

Exploring cooperation, possibly joint funding, across County Departments

Community Justice is no longer a simple matter of supervising and sanctioning probationers and parolees. It involves close cooperation with all members of the Public Safety and Criminal Justice systems. More and more, it includes aspects of Health, Human Services, and Housing. There must be expertises we can barter, contractors we can jointly contract, and reciprocal needs we can fill.

Learning and serving the distinct needs of justice-involved women

Great strides have been made toward understanding the causes and treatments of criminal behavior among male offenders of different races and ethnic backgrounds. However, it has become clear that both causes and treatments are different for justice-involved women. Multnomah County competed for and won a grant from the MacArthur Foundation to begin developing female-specific strategies. We expect that DCJ will continue to explore and pilot approaches in this area. In the years to come this should be a focus of budget requests.

RECOMMENDATIONS

The CBAC endorses the DCJ's request to fund the following program as an out-of-target budget item with the hope that during the year, the County will be able to find a more appropriate funding home for it.

1. (OTO) #50041 - Justice for Families-Supervised Parenting Time-Restoration \$358,761

We applaud DCJ's cost-consciousness. We worry, though, that in their frugality they will not be able to innovate as well as they have in the past. The MacArthur Grant is a laudable achievement and a good start, but we cannot depend on one-time grants.

We will continue to nudge DCJ to examine all their ongoing program offers, especially those that are running smoothly, to ensure that they always strive for improvement. In addition, we will support them in conducting research and pilots for new approaches.

ACKNOWLEDGEMENTS

The CBAC is grateful to Karen Rhein and Kathryn Sofich for unfailingly supporting our work. Every department member who presented to us has been helpful and forthcoming.

Most of all, we acknowledge Scott Taylor, who has presided at every CBAC meeting with candor and straight talk. Scott has clearly been a driving force behind DCJ's transformation from supervision to re-entry, from traditional sanctions to evidence-based practices, from punishment to compassionate correction. Scott already has the admiration of his staff and his peers across the country. We want to add ours, as representatives of the Multnomah County community.

Health Department CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners (3) pages

FROM: Health Department CBAC

DATE: April 18, 2018

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The following document contains recommendations for the Health Department's Fiscal Year 2019 out of target program offers. In developing these suggestions, we relied on the guiding principles of our values statement. Our mission is to invest County dollars where they can be most impactful: in areas that reduce health disparities, promote racial justice and transform the health of our community, especially those who have historically been underserved.

PROCESS

To inform our recommendations for FY 2019, we met with leadership from each division. These meetings began in December 2017 and continued throughout the new year. Our goal was to gain critical knowledge about successes and challenges throughout the department. Through our conversations, we were able to make informed decisions about which out of target programs are necessary to reduce health disparities and promote and protect the health of all Multnomah County residents.

EMERGING ISSUES & CHANGES

Multnomah County continues to navigate a challenging fiscal environment. The Health Department experienced another year of reduced County General Fund contributions (-2 percent). However, the Jan. 2018 closure of FamilyCare resulted in an overall moderate budget increase. Mental Health and Addiction Services as well as the Department's primary care clinics took on additional Medicaid clients.

Members: *Baher Butti, Alejandrina Felipe, Mariya Klimenko, Josué Peña-Juárez, Héctor Rodríguez-Ruiz, Deme Shor, Jean Trygstad* **Staff:** *María Lisa Johnson, Wendy Lear, Mark Lewis, Eric Richardson*

Health CBAC

Amidst a difficult financial landscape, Multnomah County continues to grapple with significant challenges in health. With another year of population growth, the County is nearing 800,000 residents, creating unprecedented demand for health services in our schools and clinics. Meanwhile, rising income inequality and limited access to housing has resulted in a housing crisis. This year's Point in Time count revealed 4,177 residents living without shelter, underscoring the need for continued investment in health housing programs.

In January 2017, Disability Rights Oregon released the report "[Mental Illness in the Multnomah County Detention Center](#)". Beyond calling for strengthened support for individuals with disabilities in the jails, the report highlighted the need for continued investment in Corrections Health's workforce by improving capacity, access to training and recruitment of skilled staff. We believe reported employment and morale issues among staff are a significant obstacle to providing adequate care in a challenging environment.

RECOMMENDATIONS

Our recommendations reflect our effort to strategically respond to our county and community's evolving need. Given the uncertain financial climate, we chose to recommend investments in programs that improve access and health outcomes for the county's most vulnerable residents. We urge prioritizing funding for the following programs in the Chair's 2019 budget:

1. #40074B - Mental Health Residential Services \$65,000

This will result restored services for older adults in crisis as referred by Adult Protective Services. Primarily restoring 1.0 FTE contracted Mental Health Counselor, which will impact approximately 96 older adults per year with a loss of approximately 920 direct client service hours that provide face to face assessments, interventions, outreach. counseling, consultation and temporary case management.

2. #40052B - Adding One Deputy Medical Examiner \$62,846

The County has not increased deputy medical examiner staffing since 1975 while the population has increased over 25% as have deaths and deaths requiring investigation. Will likely decrease overtime and need for on-call staff.

3. #40024B - Student Health Centers K-8 client Transition Activities \$254,200

One time only funding will allow closure and transitioning of these K-8 sites to meet larger unmet demand in east county.

Members: Baher Butti, Alejandrina Felipe, Mariya Klimenko, Josué Peña-Juárez, Héctor Rodríguez-Ruiz, Deme Shor, Jean Trygstad **Staff: María Lisa Johnson, Wendy Lear, Mark Lewis, Eric Richardson**

4. #40010B - Immunizations Clinic Redesign

\$349,051

We are redesigning our Communicable Disease Services program area over the next year. This will align our practices with changes in service delivery as a result of expanded health care coverage—most immunization work now happens within primary care and in pharmacy settings. Additionally, we need to redesign our approach to TB screening in homeless shelter settings in partnership with other community agencies. All of the staffing changes listed above will result in a need to reduce the clinic to 4 days a week. Services will be eliminated for approximately 3,300 children and adults; this includes about 500 children through school outreach immunization clinics, 300 children and adults that would have come into the downtown clinic for immunizations and about 2,500 homeless adults that will not be screened for TB.

These recommendations represent hours of information gathering in collaboration with county staff, department leadership and fellow community members. By prioritizing these programs, the Health Department will be able to improve health outcomes and access to services in communities with the highest need.

While we are not responding to a specific program offer for Corrections Health, we must reiterate the need for continued investment in the health workforce of our jails. In order to provide a safer, more trauma informed environment for all, we must find ways to create supportive conditions for staff. We believe that by improving efforts to attract and retain qualified staff, we can move forward in enhancing the coordination of services for individuals in the County's jails.

ACKNOWLEDGEMENTS

We'd like to acknowledge Health Department leadership for their partnership in developing these recommendations. We're especially thankful for Vanetta Abdellatif and Wendy Lear. As Health Department co-directors, they each brought unique expertise and perspective that was critical in our decision making.

This year, the CBAC also gained four new members: Deme Shor, Alejandrina Felipe, Maria Klimenko, and Dr Baher Butti. These new members quickly fit in to our existing committee, and we're appreciative for their wealth of knowledge and commitment to our community.

Members: Baher Butti, Alejandrina Felipe, Mariya Klimenko, Josué Peña-Juárez, Héctor Rodríguez-Ruiz, Deme Shor, Jean Trygstad **Staff: María Lisa Johnson, Wendy Lear, Mark Lewis, Eric Richardson**



Department of County Human Services (DCHS) CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners (3) pages

FROM: Department of County Human Services (DCHS) CBAC

DATE: April 18, 2018

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

This letter represents the Department of County Human Services Citizen Budget Advisory Committee's (CBAC) recommendations regarding the pending FY 2018-2019 budget.

The DCHS CBAC is aware that the County Commission Chair has requested that all departments impose a two percent constraint within their submitted budget requests. We have been told that, within DCHS, the constraint equals approximately \$927,000 in reductions.

PROCESS

The DCHS CBAC held its first meeting for the FY19 budget on December 5th, 2017, where we met for 2 hours and reviewed: the Multnomah County Budget Process; the FY19 financial and 5 year General Fund forecasts, and the roles CBACs play in the county budget process. Interim DCHS Director Peggy Brey also provided an overview of DCHS and its mission, vision and focus.

On January 8th, 2018, we met for an additional 2 hours. At this meeting, we chose Steve Weiss as our Chair and Mariel St. Savage as our Central CBAC representative. Each Division Director provided us with an overview to their division, the services they provide and how their programs were funded in regards to CGF and other funds. Rob Kodiriy, DCHS Business Services Director, provided information on the 2% constraint, internal service rates, and other impacts to the budget such as inflation, etc. Finally, Peggy Brey emphasized that for this fiscal year, she will focus on making reductions in Department Administration rather than programs and services to clients. Our CBAC would like to acknowledge our appreciation for her approach as it is in line with our guiding principles (included below) which we use in making our recommendations.

Department of County Human Services (DCHS) CBAC

DCHS CBAC Guiding Principles:

1. Apply an equity lens
2. Emphasis on stable housing
3. Protect children, seniors, developmentally disabled and disabled adults
4. Identify program offers we cannot support cutting or reducing because of their impact on vulnerable populations
5. Protect match/leverage dollars
6. Aim to stay ahead of the curve, adopting a proactive stance rather than fill holes
7. Protect programs/services not provided in another venue/mission

Our last meeting was held on February 28th, 2018. We reviewed the department's submitted budget and the DCHS CBAC appreciates and agrees with Interim Director Brey's difficult decision to reduce department administration by (8) positions rather than reduce programs or client services for this fiscal year.

While offices across the County face a 2% budgetary constraint, we nevertheless find that some innovative/new programs and one-time only offers are necessary and need funding. DCHS has six such program offers that fall into the New/Ongoing and One-Time Only (OTO) categories. These are the six program offers that we reviewed and prioritized and which we recommend funding in addition to the DCHS in-target budget.

EMERGING ISSUES & CHANGES

While current reductions focus on administrative cuts this fiscal, future fiscal years are likely to see program cuts based on the five-year general fund forecast that shows a significant growing short fall of up to 4.57% or (27.1M) countywide by FY23. Our recommendations will entail a much more difficult process in the years ahead, as the cuts to programs and services become inevitable.

RECOMMENDATIONS

We understand that we are in a constraint environment but we believe the two "new" program offers are essential and need funding. We have included our rationale below. We also feel the four one time only program offers are highly important and need additional funding this fiscal year as they fall into what we feel are the guidelines for this type of funding.

1 (NEW) - #25047B - DVERT for Seniors \$150,000

This program offer adds a DVERT advocate to work with older adults, including those abused by other family members. This is an essential addition to your program offerings as there are currently no services for this vulnerable population. The county's funding of this program offer leads the way for other agencies involvement protecting one of our most valuable resources: our elders. This program offer is our top priority for funding.

Department of County Human Services (DCHS) CBAC

2 (NEW) - # 25152B - Early Kindergarten Transition (EKT) Expansion \$75,000

EKT is a proven strategy to help kids from vulnerable households enter kindergarten ready to succeed. This program offer expands EKT services in Parkrose School District as well as Portland Public Schools. The new areas served have high populations of families that are culturally diverse and are areas that are traditionally underserved. Because of DCHS's priority of providing culturally responsive services to underserved populations, we strongly support the funding of this program offer and it is our number 2 priority

For priorities #3-#6: While YFS had their priority order slightly different (we switched priorities 3 & 4), we agree with the rationale provided by the YFS Division for funding (included below).

3 (OTO) - #25139B - Culturally Specific Asset Building \$100,000

This is a second year cohort for families currently enrolled. Funding this second year allows for continued follow up and research to determine the programs success and potential application across other non-dominant cultures.

4 (OTO) - #25117 - Culturally Responsive Flex Funds for Agencies \$200,000

With increased focus on culturally responsive programming, some agencies need additional resources for technical assistance. We like that this program offer can be scaled based on funding availability.

5 (OTO) - #25149B - Flexible Housing Funds for SUN Youth Advocacy (SYA) \$200,000

With the creation of a pool of housing flex funds, families are able to utilize funds to help them stay in their school district so kids can be successful in schools.

6 (OTO) - PO 25142 - Family Independence Initiative (FII) \$100,000

This program offer continues the FII pilot for an additional year in partnership with the Family Independence Initiative organization. The pilot is not complete and additional CGF investment will allow YFS to fully understand the impact of this model with families struggling in poverty.

ACKNOWLEDGEMENTS

On behalf of the committee, we would like to thank Interim DCHS Director Peggy Brey for her commitment and passion to better the lives of all. Peggy's proactive and engaging presence has been incredibly valuable for the committee. We would like to extend big thank you's to Rob Kodiriy, Mohammad Bader, Lee Girard, Rose-Ellen Bak and Peggy Samolinski for all being great resources to our CBAC. Each and every one of them offers thorough and valuable information. The committee would also like to thank Keith Falkenberg, Director of DCHS's Strategic Engagement Team. He is a tremendous help and is very knowledgeable about the budget process. Finally we would like to thank Jill Jessee, DCHS Director's Office Administrative Analyst, for her extraordinary support that keeps this committee going.