



CBACs SPEAK!

**FY20 Chair's Budget Briefing
Multnomah County Budget Advisory
Committee Recommendations
April 12, 2019**

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Office of Community Involvement



Central CBAC

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

FROM: Central CBAC

DATE: April 3, 2019

SUBJECT: Central Community Budget Advisory Committee 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 one or more representatives from each of the nine department CBACs. We appreciate the members of this year's CCBAC (many are new) for their commitment to the CBAC they participate in, and for their contributions to CCBAC:

Chair: Mariel St. Savage

Department of Community Justice: Joanne Burke

Department of Community Services: Mercedes Elizalde, Richard Mitchell

Department of County Assets and Management: Trent Wilson, Moses Ross, Sam Caldwell

Department of County Human Services: Mariel St. Savage, Steve Weiss

Multnomah County District Attorney: Cynthia Escamilla, Tim Cunningham

Multnomah County Health Department: Jean Trygstad

Multnomah County Library: Jack Quinn MacNichol

Multnomah County Sheriff's Office: Dwight Holton, Christy Owen

Non-Departmental: Anna Carey

PROCESS

The Central CBAC has met four times in the current budget cycle. On February 28 we invited Brian Smith, the County's Purchasing Director, to give us some understanding of the County's approach to social service contracting, particularly with contractors who supply multiple County departments. We met with Chair Kafoury on March 6th, at which time each CBAC and the chair of the CCBAC presented our progress and preliminary recommendations.

Central CBAC

EMERGING ISSUES & CHANGES

After several years of budget cuts, with more expected, most CBAC members have confirmed their departments are cutting into important and even essential services now. In this environment, with departments required by law to fund many basic services, promising innovations suffer. Notwithstanding that, all CBAC members report that their departments are remaining true to their missions.

The continuing shortage of affordable housing options (permanent, transitional, supportive) is having a deep impact on many departments.

Implementing the Workday management system is expected to provide future efficiencies, greater accountability, and enhanced communication. It may be used to enhance reporting of program outcomes, and to communicate about multi-departmental purchases and projects.

RECOMMENDATIONS

This Central CBAC report will not comment on individual departments' programs, but will instead discuss overall themes and needs visible across departments.

- 1) **Accountability:** We are pleased with our respective departments' efforts to increase measurement and reporting of program offer performance.. That said, several CBACs desired more investment in data measurement/reporting and development of more meaningful outcome measures by which to measure the success of competing program offers. Efforts to report comprehensive outcomes in systems that are managed by multiple departments, like Public Safety, are encouraged.
- 2) **Equity:** Understanding that equity is a key value for the County, the departments are taking strides to examine each program offer through the Equity Lens, and the CBACs will continue to press them. To that end, the Office of Community Involvement (OCI) has offered Equity Lens training for CBAC members.

Equity concerns are not only for the recipients of County services, but for the employees of the County as well. departments are at different stages in adopting the Workforce Equity Strategic Plan, which requires them to identify and address structural and policy barriers to equal employment opportunity. The CBACs have noted that all are working toward full adoption, and we believe that this should be a very high priority.

Members: *Maribel St. Savage (Chair), Joanne Burke, Sam Caldwell, Anna Carey, Tim Cunningham, Mercedes Elizalde, Cynthia Escamilla, Dwight Holton, Jack Quinn MacNichol, Richard Mitchell, Christy Owen, Moses Ross, Jean Trygstad, Steve Weiss, Trent Wilson* **Staff:** *Dani Bernstein & Brenda Morgan*

Central CBAC

- 3) Multi-department contracts: The CCBAC is in strong support of Program Offer 72000B, an OTO Request by Marissa Madrigal, Chief Operating Officer, within the department of County Management. This pilot project aims to analyze and begin developing best practices for efficiency, safety, and quality control in social services contracting. These types of programs address both the accountability and equity themes arising across departments. At the appropriate time, we suggest they loop in Brian Smith, Purchasing Director, who has useful experience with the contracts and contractors at issue.

- 4) County Communications: Especially in tight financial times, it is important for the County, at all levels, to engage the community -- not only to make services available to those in need, but to highlight the value of County services to all residents. As community members, we think it's essential at this time to help the public understand the County's impact, to increase public understanding of County services, and eventually to build support for generating both new services and new revenue.

ACKNOWLEDGEMENTS

The Committee would like to give special thanks to Dani Bernstein and Brenda Morgan of OCI for their extraordinary staffing of the Central CBAC.

***Members:** Mariel St. Savage (Chair), Joanne Burke, Sam Caldwell, Anna Carey, Tim Cunningham, Mercedes Elizalde, Cynthia Escamilla, Dwight Holton, Jack Quinn MacNichol, Richard Mitchell, Christy Owen, Moses Ross, Jean Trygstad, Steve Weiss, Trent Wilson* ***Staff:** Dani Bernstein & Brenda Morgan*



Non-Departmental (Non-D) CBAC

TO: Chair Deborah Kafoury and County Board of Commissioners (7) pages

FROM: Non-Departmental (Non-D) CBAC

DATE: April 3rd, 2019

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations for FY2020

EXECUTIVE SUMMARY

Our role as a committee is to review Non-Departmental program offers and provide community input to influence budgetary decisions according to our values. We envision a county that is accountable, collaborates with other jurisdictions, protects our environment, and advances equity.

Between July 2018 and April 2019, the Non-D CBAC met with and reviewed program offers from Chair Kafoury, County Commissioners and their staff, and staff from the offices of Sustainability, Emergency Management, Communications, Government Relations, Diversity & Equity, the Joint Office of Homeless Services, County Attorney, Office of Community Involvement, and the County Auditor. After numerous hours of discussion between the members of our Committee, we are pleased to communicate our:

- **Program recommendations** - FY20 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 **priorities for FY20**:

- Advance equity
- Address homelessness and the housing crisis
- Promote emergency preparedness
- Serve mental health and addiction needs
- Reduce contribution to climate change and build climate resiliency

Members: Judy Hadley, Chair; Raphaella Haessler, Vice Chair; Anna Carey, CCBAC Rep.; Xavier Tissier, Demian Lucas, Reginal Cole, Cam Coval **Guest Contributors:** Tyra Black, Shannon Olive **Staff:** Brenda Morgan 1 / 7

Non-Departmental (Non-D) CBAC

Our **program implementation** priorities are first, ensuring accountability (monitoring program efficacy, efficiency, and inclusivity), and second, promoting collaboration across jurisdictions and with external County service partners.

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

1. 10052H - JOHS - Safety off the Streets - Domestic Violence Emergency Motel Voucher Restoration
2. 10053K - JOHS - Housing Placement & Retention - Family System Rent
3. 10012B - OEM - Restoration

PROCESS

To better educate and prepare ourselves for our responsibilities as the Non-Department CBAC, we expanded our meeting schedule to the entire calendar year. We met eleven times (7/24, 8/29, 10/8, 11/8, 12/3, 1/7, 1/17, 2/4, 3/4, 3/18, and 4/1) for over 25 hours, to hear presentations from the Chair, Commissioners, and Non-D offices, and to discuss the program offers for the FY20 budget. We reviewed 15 program offers and met with:

- Chair Kafoury and staff
- County Commissioners and their staff:
 - Sharon Meieran, D1
 - Susheela Jayapal, D2
 - Jessica Vega Pederson, D3
 - Lori Stegmann, D4
- Jennifer McGuirk, Auditor
- Ben Duncan, Office of Diversity and Equity
- John Wasiutynski, Sustainability
- Jeston Black, Government Relations
- Chris Voss, Emergency Management
- Julie Sullivan-Springhetti, Communications
- Marc Jolin with Christian Elkin, Joint Office of Homeless Services
- Abbey Stamp, LPSCC
- Dani Bernstein, OCI
- Jenny Madkour, County Attorney

EMERGING ISSUES & CHANGES

Members: Judy Hadley, Chair; Raphaela Haessler, Vice Chair; Anna Carey, CCBAC Rep.; Xavier Tissier, Demian Lucas, Reginal Cole, Cam Coval **Guest Contributors:** Tyra Black, Shannon Olive **Staff:** Brenda Morgan 2 / 7

Non-Departmental (Non-D) CBAC

The most critical emerging and challenging issues relate to homelessness, housing security, emergency preparedness, and the equity and accountability of County services. We strongly support many of the out-of-target JOHS program offers as well as OEM and ODE.

As we met with a large number of staff from various Non-D offices, we began to appreciate the complexity involved in the adoption of the WESP. All staff discussed, in varying degrees, how they were planning to implement this plan. 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 for Commissioners list. We hope to see, in the FY21 budget review process, more data driven evaluation of outcomes, outputs and equity of service provision.

PROGRAM RECOMMENDATIONS

Our recommendations focus on the one-time funding requests, out of target program offers, and new programs, but our top three program recommendations all offer support for the restoration of critical existing, but out-of-target, programs.

1. **10052H - JOHS - Domestic Violence Emergency Motel Voucher Restoration** **\$93,000**
This program fills an urgent safety need in our community by providing emergency vouchers for individuals and families facing homelessness due to domestic violence.
2. **10053K - JOHS – Family System Rent Assistance Restoration** **\$270,000**
This offer provides housing placement, ongoing support, and rental assistance to homeless families. Eligibility is based on immediate safety and overall vulnerability. We recommend this program because it uses culturally specific providers, and includes ongoing support to keep families housed and help them avoid the trauma of homelessness.
3. **10012B - OEM - Restoration** **\$84,250**
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. Last year, the Non-Departmental CBAC recommended program offer 10012B as it emphasized continuity of

Non-Departmental (Non-D) CBAC

government and continuity of operations as well as coordination with community partners. 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, and we support this program offer for restoration.

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

FURTHER PROGRAM RECOMMENDATIONS

4. 10056B Employment Programs-Youth Employment Restoration \$132,250

This program offer is forward thinking in that it addresses the roots of homelessness. By providing training and opportunities to at-risk youth, the County may be able to prevent many cases of future acute homelessness, which is beneficial not only to the individuals served, but also the County.

5. 10017D - ODE - Civil Rights Administration \$357,356

In order to successfully implement the Workforce Equity Strategic Plan (WESP), the responsibilities of the Office of Diversity and Equity have been greatly expanded, which will require increased investment in ODE's staff and resources. We support the County's mission to increase equity, and agree that it will be difficult without the funding of this program offer.

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 continue to be concerned by the increasing budgetary shortfall for the County in the coming years. We support the County in finding new sources of sustainable revenue, and whenever possible, advocating for a fairer, 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).

Non-Departmental (Non-D) CBAC

Data Management: Several offices (for example, JOHS, Emergency Management) indicated a need for increased data management and analysis. We agree that there could be benefits to gathering, analyzing and sharing data at the County level. We applaud the County's partnership with Portland State University's research center for homelessness and smart city technology; we support further exploration of collaborative research partnerships.

Program Impact Measurement: We recommend that outputs (concrete deliverables) and outcomes (social, economic or environmental impact) must be spelled out in the MultCo Program offers to ensure greater program quality and efficiency. Currently, the success of a program is defined by basic outputs such as number 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 short-term or intermediate outcome reports will help evaluate the success of programs.

Recommendations to the MultCo Office of Diversity and Equity (ODE)

Equity & Empowerment Lens: We support the implementation of the Equity and Empowerment Lens in all services offered by the County. This year, there seems to be a strong focus internally on the WESP (with significant new investment requested), which we are glad to see. We would also like to see ODE focus on providing equity lens training to contractors who are delivering services to residents to ensure alignment with the county's diversity and equity standards.

Recommendations to the MultCo Office of Emergency Management (MCOEM)

Collaboration: We suggest exploring the option of having a Joint Office of Emergency Services with the City of Portland and other local governments and agencies (following the JOHS model) for major emergencies that would affect the entire region. This approach, with greater shared accountability, may help in building a shared database as envisioned by OEM. We appreciated the focus on increased collaboration with service providers, and would also suggest stronger partnerships with the State of Oregon, the City of Portland, local hospitals and schools, nonprofits, the private sector and neighborhood associations.

Members: Judy Hadley, Chair; Raphaela Haessler, Vice Chair; Anna Carey, CCBAC Rep.; Xavier Tissier, Demian Lucas, Reginal Cole, Cam Coval **Guest Contributors:** Tyra Black, Shannon Olive **Staff:** Brenda Morgan 5 / 7

Non-Departmental (Non-D) CBAC

Emergency Preparedness Communication: We recommend that OEM work with the Office of Communication to add a link to the main MultCo website that will direct people to the OEM webpage. We recommend that the OEM website include easy-to-find Beacon Sites. In addition, we recommend that related flyers be made available in the various languages spoken by community members. We support equitable leveraging of community partnerships in the development of a detailed emergency communication protocol, along with an extensive plan to ensure that all communities have access to critical information.

Recommendation to the JOHS:

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).

Alignment of Services with Resident Movement: The trend of resident movement, and in some cases displacement, to locations outside of Portland continues. This movement should be accompanied by the expansion of services made available. We support the County in having greater involvement in these efforts. To ensure the alignment of services, collaboration between Multnomah County, the City of Portland and other fast growing jurisdictions such as the City of Gresham is important. 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 and other similar governing bodies.

ACKNOWLEDGEMENTS

Members: Judy Hadley, Chair; Raphaela Haessler, Vice Chair; Anna Carey, CCBAC Rep.; Xavier Tissier, Demian Lucas, Reginal Cole, Cam Coval **Guest Contributors:** Tyra Black, Shannon Olive **Staff:** Brenda Morgan 6 / 7

Non-Departmental (Non-D) CBAC

The Committee would like to give special thanks to each of the dedicated Commissioners and County employees who presented to us, 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 suggesting improvements for our meeting process.



Office of Community Involvement



Library CBAC

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

FROM: Library Advisory Board

DATE: March 12, 2019

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The Library Advisory Board (LAB) fully supports the Multnomah County Library (MCL)'s proposed budget, which supports the Library's strategic priorities and which we believe will allow MCL to serve the community well. We support the proposed increase in the property tax rate from \$1.20 to \$1.21. We also support the thoughtful and strategic changes to the library's budget, particularly additional investment in facilities. In the longer term, the LAB understands the library's need to provide library spaces that better serve our growing population in ways that meet current and future needs, 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 MCL's costs, like those of the County as a whole, are rising much faster than property tax revenues can sustain. 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 put equity at the center of its work. 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 LAB continues to serve as the Community Budget Advisory Committee for MCL. 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 2020 budget. The Finance Committee met four times in February and March and has reported to the full LAB 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 Forecast from County Economist Jeff Renfro, and additional information about IT costs from Content Strategy Director Jon Worona. The Library Advisory

Library CBAC

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

EMERGING ISSUES & CHANGES

Overall, the proposed Library budget includes little change compared to recent years. Current services levels and hours are being maintained, and there have been some modest reductions along with some strategic new investments. The proposed reductions have been carefully considered, particularly in terms of equity, and will have little impact on the services the library provides for our most vulnerable community members.

The proposed budget increases the Library District property tax rate for the second time from \$1.20 to \$1.21. This new rate is still less than the \$1.24 maximum district rate approved by the voters. The 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 recognizes that its expenses continue to grow faster than current property tax revenues can sustain.

Although the overall budget represents a reduction in growth from past years, there is an increase in the funds allocated for facilities management and upkeep. This includes additional funding for projects to upkeep and upgrade existing facilities. These funds have been identified as necessary due to the age of library buildings, and are intended to prevent unexpected maintenance needs that would disrupt library services. The addition of a Facilities Manager position and funds for cost management will provide appropriate oversight in managing the needs of the entire system. The LAB supports this expenditure as a necessary investment for the long-term sustainability of the Library.

The library's commitment to advancing equity in its work has significantly informed the creation of the budget. This year's budget continues to invest in training, staffing, and outreach efforts to support this effort. In previous budgets, the library submitted a specific program offer for Equity and Inclusion work - in this year's budget, that work has been rolled into the Director's Office program offer (#80010).

Over the next decade, technology and facilities will continue to be key factors in MCL's budget and operations, and the LAB supports the Library's intentional planning around these issues. We expect investment in spaces and systems will be a primary topic of future budget reports.

RECOMMENDATIONS

We recommend that the Library District Board adopt the proposed budget of \$87.2million and 532.50 FTE. The LAB feels the proposed changes are 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 working within the constraints of the district's property tax rate limitation. We also strongly recommend that the Library continue its

Library CBAC

work to create more equitable and efficient facilities in the future, as outlined in [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 provides excellent support for the work of the committee

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

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

Department of Community Services CBAC

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

FROM: Department of Community Services (DCS) CBAC

DATE: 4/3/2019

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The Department of Community Services (DCS) Community Budget Advisory Committee (CBAC) has identified three funding priorities from among the out-of-target program offers. In addition, the CBAC provides comments on emerging issues and budget considerations for future discussions. As we addressed these requests and offers we also identified several overriding concerns we will also present as recommendations at the end of this report. We believe that transparency and public feedback could result in additional support for County programs and a better understanding of what should be prioritized. The professionals working in the DCS programs are clearly dedicated and hardworking people and we appreciate all they have done for our communities.

PROCESS

In order to evaluate the specific budget actions for FY 2020, the DCS staff planned and organized several information sessions so that members could engage with department staff to discuss the broader organizational needs and functions of the department's programs. The Director and Deputy Director of the DCS presented a broad overview, and this was followed-up with information sessions with Land Use Planning, Transportation, Animal Services, and Elections. Department Directors provided written and formal presentations explaining department operations, budgets, goals, needs and budget requests. Presentations were augmented by onsite tours of Animal Services and Elections facilities. Following these, CBAC members debated the merits of each proposal and developed prioritized recommendations. DCS staff were available to clarify issues, answer questions, and provide technical, logistic, and clerical support.

After meetings with all key department leadership, we developed criteria to use while evaluating program offers. Criteria for evaluating program offers include:

1. Prioritize the services that benefit the most and broadest array of community members

(Department) CBAC

2. Strive for stability in how financials revenues are managed and reinvested back into the departments providing public services
3. Support the physical infrastructure of county operations
4. Engaging with the wider community on a long-term plan to be financially sustainable and responsive

EMERGING ISSUES & CHANGES

Revenue came to be an emerging (and growing) issue for this committee starting with the Budget Office CBAC Orientation Presentation, presented by Mike Jaspin, County Budget Director. Director Jaspin painted a bleak picture; the immediate need to trim two percent (2%) from the coming year's budget, further constraints in years to come, and no accommodations for new needs, expanding service expectations, growing population, or increased social service demands. Employing a narrow view of the CBAC process we could ignore this as none of our business, beyond the purview of our committee, presume our departments will somehow tighten their belts year after year, seeking efficiency in some areas, shifting and dividing resources. However, the questions emerged: what is the plan to increase revenue? Or at the very least, at what point does the County establish a responsible minimum expectation of service?

With regards to revenue we discussed what options were not currently on the table. First, revenue may be increased through expanded use of extant fees, fines, and other charges. Second, enhancing public confidence in Multnomah County government in general such that proposals for new income streams, bond measures, taxes, etc. will be judged worthy and appropriate. Crucially, this support must be earned from the public at large, not just current service consumers.

RECOMMENDATIONS

We acknowledge there needs to be a balance between looking at progressive opportunities and maintaining the foundational need of ensuring services are provided to the public, and we know that this creates a tension will continue to reveal itself. How the County establishes a responsible minimum expectation of service delivery as well as expanding to meet new needs continues to be a critical issue, with constrained revenue.

Our specific budget recommendations are as follows, in priority order:

1. **91010B-20 Elections Strategic Plan** **\$150,000**

Elections are integral to the integrity of any democracy. Multnomah County Elections department faces growing challenges from burgeoning voter rolls, an increasingly diverse and diffuse electorate, and expanding security needs. Preparing to meet these numerous challenges will call for an integrated long-term view of department resources and needs.

Members: Julie Delgado, Mercedes Elizalde, Amanda Glatter, Mark Klein, Richard Mitchell and Mary Stewart

Staff: Tom Hansell, Samuel Konado

(Department) CBAC

2. 91006B-20 Animal Services Field Services Animal Control Officer \$88,325

We recommend funding this program offer from Animal Services. The Animal Control Officer position as a public health and safety officer provides positive visibility and public service to all in the county.

3. 91005B-20 Animal Services Field Services License Compliance \$80,454

We also recommend funding the Animal Services License Compliances Services position not only for the health and protection of the animals in Multnomah County but simultaneously a position that supports the general fund outside of direct taxes.

OTHER RECOMMENDATIONS:

Equity and Organizational Culture Manager

Ensuring equity and diversity in the workplace and in delivery of services is a responsibility shared by each county department and employee. As we evaluated our spending priorities for this fiscal year, we focused on expenditures for services that by their very nature provide DCS employees the opportunity to deliver and share a work ethic that includes, supports and provides opportunities for all employees. We feel that a county-wide diversity program is best an expenditure from the county general fund, rather than just dependent on DCS cutting their public services to find enough funds for the position.

Several departments within DCS generate revenue through fees for the department's services. We feel that the county might consider a cost recovery ratio policy for these departments that would serve to incentivize proper fee levels and collection, maintain affordability, and improve public services that charge fees.

ACKNOWLEDGEMENTS –

Tom Hansell, Manager of Business Services

Kim Peoples, Director of DCS

Jamie Waltz, Deputy Director of DCS

Jackie Rose, Director of Animal Services

Ian B. Cannon, P.E., Transportation Director and County Engineer

Michael Cerbone, AICP, Planning Director

Tim Scott, Director of Elections

Ben Duncan, Director of Office of Equity and Diversity

ADDENDUM - No supporting materials or references are attached

Members: Julie Delgado, Mercedes Elizalde, Amanda Glatter, Mark Klein, Richard Mitchell and Mary Stewart

Staff: Tom Hansell, Sammuell Konado



Office of Community Involvement



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

FROM: Department of County Assets (DCA) & Department of County Management (DCM) Community Budget Advisory Committee (CBAC)

DATE: April 3, 2019

SUBJECT: 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 interviewed department directors and 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. As part of our interview process, we also focused on the role of allocated costs that external service departments pay to internal service departments, primarily found in DCA. While we recognize that allocated costs are easy targets for potential cost savings to departments, we feel each DCA department fairly assesses allocated fees that allows every county department to perform the work of the county.

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, Chief Operating Officer and DCM Director
- Bob Leek, Interim DCA Director and Chief Information Officer
- Mark Campbell, Chief Financial Officer
- Travis Graves, Chief Human Resources Officer and DCM Deputy Director
- Michael Vaughn, County Assessor
- Jeff Brown, Deputy County Assessor
- Naomi Butler, Interim 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 Measure 5 and Measure 50. The CBAC did not see any clear path to addressing this shortcoming and share the frustration County administrators must feel. We are impressed with how

DCA/DCM CBAC

the County has dealt with this ongoing issue by spending efficiently and being diligent in terms of projects and ongoing expenditures.

2. 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 the usable life of the asset, and in some cases are impacted by external factors. We would recommend revisiting the funding approach 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.
3. We are concerned by the timing and approach of the Corporate Broadband Network Infrastructure Replacement proposal program offer 78321. Without a doubt, broadband infrastructure will be a required investment in order to remain a relevant service provider, and will be a cost to the public either now or in the future. We also understand the cost now is cheaper than waiting. However, the cost of this current proposed phase is about 50% of what we understand are total one-time funds available to all programs, and partnership contributions are unclear in a season where every dollar counts for external service providers. Like any traditional infrastructure financing, we recommend a fuller accounting of available funds to advance the project in order to be assured the Broadband Network does not annually take away from other, equally relevant one-time requests that increase service levels for the County's residents.
4. Lastly, regarding the Facilities Dedicated Facilities Specialist for Shelter Transitions program offer 78203B-20 request, we recognize this is the second year for this one time only program offer. It is our expectation as Community Budget Advisory Committee members this program will be finalized, and if not that its operation will be transitioned to a more appropriate department or funding model.

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

Department of County Assets:

The CBAC group supports the following program offers that we feel align with the Chair's priorities, including public safety and homelessness:

- | | |
|------------------------------------|------------------|
| 1. <u>78318B IT Cyber Security</u> | <u>\$500,000</u> |
|------------------------------------|------------------|

This program is to enhance our Cyber Security posture at Multnomah County. Over the past 3 years we have worked diligently to achieve our Cyber Security goals and have been able to significantly increase our cyber posture. The additional funds in our Cyber Security 2.0 program offer will allow us to continue our progress to address gaps and deficiencies that have been identified by both internal and third party reviews.

DCA/DCM CBAC

2. 78202B Security Access Program \$150,000

The Access to County Buildings Audit Report identified critical security risks due to inadequate controls for building access cards. In response to the audit, a position was added in program offer Facilities Operations and Maintenance (78202-A) to support the development and implementation of new access control procedures. This program adds professional services for trained security consultants to assist County leadership in defining security goals.

3. 78203B Facilities Dedicated Facilities Specialist for Shelter Transitions \$135,000

This program offer is to continue a full time limited duration Facilities Specialist 3 in the Client Services Program to work as a Project Manager/Property Manager to support the existing, transitioning, and new homeless shelters. The position will coordinate with Joint Office of Homeless Services (JOHS), Facilities staff, shelter operators, vendors, and service providers to help ensure shelter facilities are successfully established and maintained from a building perspective.

4. 78321 Corporate Broadband Network Infrastructure Replacement \$2,500,000

The County relies on a high speed, broadband fiber network provided by the City of Portland on leased equipment and infrastructure from Comcast. The agreement supporting that access expires in 2021. The County must determine the path forward for a new broadband infrastructure solution. The County is seeking a partnership with the City. The funds required to meet a new infrastructure relationship are under evaluation. This program requests \$2.5M to support the design phase.

5. 78232 Health Syringe Boxes \$50,000

Sharps drop boxes are a community-based disposal strategy which encourages safe disposal of used syringes by people who use injection drugs and provides the public with a convenient disposal option. In FY19, Multnomah County led a multi-jurisdictional Healthy Streets pilot to expand the number of sharps drop boxes in our community. In April of 2019, 14 new SDBs were sited across the community, bringing the total number of SDBs to 17. In FY20, the County will continue to provide support in implementing the expanded pilot and will track its success in reducing waste.

Department of County Management:

1. 72017B Leadership Development and Accountability \$527,006

Fulfills recommendations outlined in the Workforce Equity Strategies Plan (WESP) and Jemmott Rollins Group (JRG) Recommendations. Represents an intensive investment in managers and supervisors, building critical leadership skills and equipping them to leverage the authority of their positions to create a workplace culture of safety, trust, and belonging.

DCA/DCM CBAC

★ *CBAC supports not only the implementation of the WESP recommendations but measurement of their success. We believe this project's effectiveness should be measured by outcomes beyond training attendance and self-assessed behavior change.*

2. 72000B - Continuous Quality Improvement Pilot/County Contractors \$161,888

The Continuous Quality Improvement Pilot program will select a group of social service contractors to participate in a review to assess and improve their processes to ensure safety, service quality and efficiency. The processes will be analyzed using Continuous Quality Improvement (CQI) methods and tools and fiscal compliance to ensure core/baseline safety measures for clients, participants, and staff.

3. 72008B - FRM Motor Vehicle Tax \$150,285

FRM Motor Vehicle Tax Program focuses on the administration and enforcement of the Motor Vehicle Rental tax (MVRT) charged on the rental of cars and light trucks within the County. The program also addresses possible code changes being considered to generate additional revenue for the General Fund. At a minimum, this request seeks to find ways to recover revenue that is not being paid on an existing tax program and is expected to pay for itself.

4. 72005B - Labor Compliance \$199,877

This program offer will fund a Labor Compliance Pilot Program to provide education and support for workers and construction contractors on wage theft prevention and will create a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage. The program offer will also purchase data infrastructure to help the County with compliance monitoring.

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.



Office of Community Involvement



SHERIFF'S OFFICE CBAC

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

FROM: MCSO CBAC

DATE: April 3, 2019

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

As the MCSO CBAC, we are pleased to witness Sheriff Reese's dedication to work with regional justice system partners to develop alternatives to traditional incarceration and programs to assist adults in custody with mental illness and substance use disorders. Additionally, we have been impressed with MCSO's commitment to provide law enforcement services across Multnomah County, modeling the tenets of community policing and developing relationships of trust and accountability within the communities they serve. Despite enduring years of sustained budget reductions, MCSO has developed innovative approaches to continue to provide core public safety services to Multnomah County.

The CBAC acknowledges the difficult decisions that will be required by the County Chair and Commissioners to arrive at a balanced budget for FY 2020. That being said, the required 3% reductions MCSO has submitted will, individually and in total, deteriorate MCSO's core services and erode MCSO's innovative approaches and progressive programs. Our recommendations for the Chair's Executive Budget focus on sustaining core services that, if not funded in FY 2020, would have disastrous impacts on the services provided by MCSO and system partners, and as such we are supporting their restoration. These core services include the Close Street Program, the Turn Self-In Program, community policing, and investigative programs that serve vulnerable populations.

PROCESS

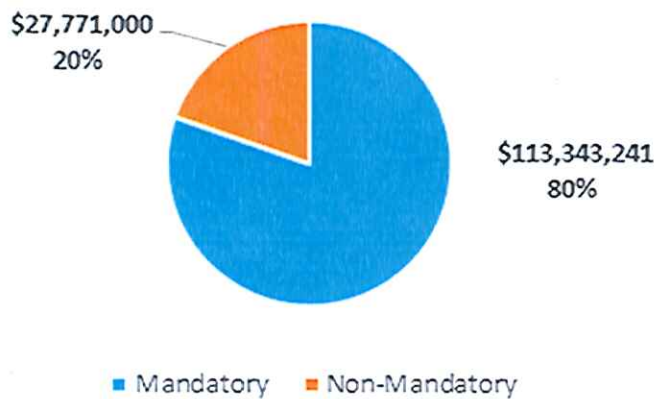
The MCSO process allowed for the CBAC to engage with the agency's budget process, was transparent, and provided the framework for the committee to deliberate issues and produce recommendations over a period of five months. The MCSO CBAC gained three new highly qualified members to serve on the committee, which has generated productive and explorative discussions at the CBAC meetings. The CBAC's first meeting to prepare for FY 2020 Budget process occurred in October 2018, with additional meetings occurring in December, January, February and April for a total of 10 meeting hours. In the course of the meetings, the Sheriff, Chiefs, and finance staff met with us to discuss programs, operations, and trends. The CBAC reviewed more than two dozen new program offers and produced five key recommendations regarding MCSO's FY 2020 Budget.

SHERIFF'S OFFICE CBAC

EMERGING ISSUES & CHANGES

Discretionary vs. Non-Discretionary Funding: Approximately 80% of the Sheriff's Office functions and programs are mandatory programming that MCSO is legally required to perform. The actual discretionary budget of MCSO equates to \$27.8 million which, when applying the required budget constraint of \$4.0 million dollars, calculates to MCSO experiencing a 14.5% cut to its General Fund budget. Because MCSO can only make reductions to its limited discretionary programming, the reductions are to the most innovative programs that are at the heart of strategies to implement non-incarceration tools to promote public safety, support community livability in our County, and sustain the health of the criminal justice system. These programs include greater capacity to address domestic violence cases to creating trust with, and ensuring the safety of, our immigrant communities. The table below depicts the discretionary vs non-discretionary programming in the Sheriff's Office budget.

DISCRETIONARY VS. NON-DISCRETIONARY FUNDING



Out of Custody Supervision Options: The Sheriff's Office and partner agencies have made significant strides in utilizing alternatives to incarceration as the primary tool of law enforcement. In fact, there has been a 25% reduction in jail beds over the past years during the same period in which the County population has grown by more than 15%. As a result, Multnomah County's incarceration rate has dropped by 30% in the past 10 years, as there has been less reliance on jail and more on innovative programs through Justice Reinvestment. When executed properly, this approach can both reduce costs and improve public safety. If MCSO experiences cuts to the current jail system model, either decreasing jail capacity or out-of-custody programs such as the Close Street Supervision or the Turn Self-In Programs, the tenuous equilibrium of the system will be jeopardized. Based on current caseloads, the elimination of the Close Street Supervision Program as an out-of-custody supervision option could move more than 300 additional adults back into the jails. It is projected that this would increase the daily jail population to a level that would require daily emergency releases.

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SHERIFF'S OFFICE CBAC

Jail Capacity Equilibrium: Although the level of jail capacity is theoretically a discretionary decision, and makes it an easy target for reduction, the reality is much more complicated because reductions to the current jail capacity would have dangerous consequences for public safety. Closing one jail dorm is projected to increase daily jail population to 93.6% of capacity, and closing a second dorm puts the average daily population at 98.7% of capacity. This would require nearly daily emergency releases, which is challenging for many reasons, including that many of the adults in custody are not eligible for emergency release because of the nature of their crimes (Measure 11 and Domestic Violence crimes). There are also troubling signs that demands on jail capacity are increasing at the same time that MCSO is facing the prospect of reducing jail beds. Trends show an increase in adults in custody who fail to appear (FTAs), longer jail stays and more serious charges of those in custody. The FTAs create pressure on the jail system, in that they are sentenced to longer jail stays and are not released on their own recognizance for future cases. Other concerning trend data includes an increase in the number of adults in custody in the system on murder charges, a 20% increase of the number of adults in custody in pretrial status for greater than 150 days, an increase of the adults in custody on Ballot Measure 11 charges, and, specifically, a 56% increase of the adults in custody facing Assault 1 charges.

RECOMMENDATIONS

1. 60554A Close Street Supervision Program \$1,255,791
Cutting this program would eliminate a program that provides an effective alternative to jail for people with lesser charges and lower risk; the program reduces the demand on jail beds. The program is funded at \$1.26 million and 7.0 FTE which provides capacity for 125 cases, but the current program participation exceeds 300. Therefore MCSO submitted two program offers to expand the program capacity to 325 and 500 cases, respectively. The reduction of this program will affect those who are most in need of help, to remain out of the justice system. This includes people with physical and mental health issues and individuals struggling with addiction. Another valuable program that we believe should remain funded is the Turn Self-In program (\$272,585, 2.0 FTE), as cutting it will eliminate a program that provides relief to jail capacity issues and another alternative to jail for individuals with lesser charges and lower risk.
2. 60330A US Marshal Office Increased Revenue \$619,179
MCSO is legally mandated to house and provide care for US Marshal Prisoners, however the US Marshal reimburses MCSO for only 66% of the costs incurred related to these prisoners. Often the US Marshal relies upon MCSO to care for their highest need, and therefore the highest cost, prisoners, because MCSO has the most comprehensive and well-equipped jail system in the region. MCSO has taken the initiative to renegotiate their contract with the US Marshal to achieve a higher rate of reimbursement, and as such, MCSO included the additional projected revenues in their FY 2020 budget as a General Fund offset. We think this is a prudent and proactive fiscal strategy and support MCSO in their efforts to achieve greater cost recovery for the care of the US Marshal's prisoners.
3. Investigative Programs that Serve Vulnerable Populations \$515,613
The Investigative programs that serve vulnerable populations, although not mandated, are of great value to underserved communities and individuals who are unable to advocate for themselves. The U-Visa Program/Immigrant and Refugee Outreach Deputy (60520B) provides services to refugee and immigrant populations, assists in obtaining U-Visas, and is an effective liaison to the community

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regarding public safety concerns and issues. The Intercept Detective (60520C) is dedicated to investigating and apprehending criminals in cases of child pornography and abuse. The Violation of Restraining Order Gun Dispossession Sergeant (60555) is dedicated to investigating and monitoring those with restraining orders and who have a history of violent behavior and high lethality indicators. It is important to note that each of these programs have one dedicated position, so cutting these positions would eliminate entire programs.

4. 60540 HOPE Team

\$264,793

The HOPE Team is focused on communicating and engaging with people experiencing homelessness and helps connect them to appropriate social and/or medical services. Additionally, the Team responds to complaints made by residents and businesses, and works to identify solutions that might alleviate the tension between homeless individuals and community groups. The value of this team is that it is a long-term assignment and therefore the members are able to build effective relationships of trust within the populations experiencing homelessness and develop successful problem-solving strategies. The MCSO CBAC recommends the HOPE Team receives ongoing funding.

5. 60112 MCSO Equity Manager

\$167,778

The CBAC supports funding for an MCSO Equity Manager. The Equity Manager would be instrumental in aligning MCSO with the County Workforce Equity plan tenets, as well as assisting MCSO to internally implement new standards, processes, and guidelines to apply equity principals across the agency's operations. Key areas of priority for the Equity Manager's focus are recruitment, hiring, promotional processes, training, policy, and communications.



Office of Community Involvement



DA CBAC

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

FROM: DA CBAC

DATE: 4/3/2019

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The Multnomah County District Attorney's Office has been confronted with a 3% constraint plus an additional \$2.2 million dollars in program reductions for the FY19 budget. These reductions include non-renewal of the long-standing contract with the Department of Human Services (DHS) to provide counsel for Termination of Parental Rights (TPR) cases in Multnomah County and Juvenile & Title IV e-contracts. The elimination of TPR programming will require reassignment and potential demotion of up to seven DDAs. Notwithstanding these reductions and disruptions; prosecution of the most serious criminal offenders and the safety of our community remain the top priorities for the Multnomah County District Attorney's Office. Accordingly, recommendations for budget reductions are proposed with a goal of minimizing effects 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, CBAC recommendations include reducing Juvenile resources and reallocating juvenile victims assistance work to existing "Victim Advocate" programs in other units.

The CBAC encourages funding for gathering additional data to allow for further evaluation of how the DA's Office can use its resources in an equitable and consistent manner addressing historical inequities and racial disparities in the criminal justice system. We recommend that metrics for measurement of outcomes be adopted in consultation with local organizations involved with criminal justice reform and civil rights work.

Additional funding for data analysis has been a consistent request for over several years to enable the DA's office to make decisions about how to allocate its existing resources to meet its primary goals. CBAC members were tasked with recommending and prioritizing programs and to do so, we needed sufficient information. With the process changes described below an investment in these analytical resources is even more critical.

PROCESS

This year, the DA CBAC added 3 new committee members for a total of 7 members, partially fulfilling a goal of diversifying the CBAC membership. The CBAC met a total of 10 hours. This year was also a more dynamic year than others. The CBAC made efforts to gather information from a variety of sources within the DA's office and from one outside community group, the ACLU of Oregon. In the future, CBAC members believe that more outreach to community groups and stakeholders would continue to be beneficial to the process. These recommendations reflect the collective opinion of the committee, which consists of community members and practicing attorneys with decades of experience with the Multnomah County criminal justice system.

The CBAC's recommendations were also 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 also heard presentations from Chief Deputy District Attorney John Casalino and Senior Deputy District Attorney Lori Fellows. Mr. Casalino and Ms. Fellows provided an in-depth presentation regarding the change in services regarding juvenile dependency cases and the loss of funding as a result of this change. The CBAC was also visited by Deputy District Attorney Jeff Lowe, and Senior Legal Assistant Tammy Ruffing for a discussion of grand jury recordation. The CBAC also hear from Senior Deputy District Attorney Glen Banfield and Victim Advocate Kendra Bonetti regarding the work of the Department's Equity, Dignity and Opportunity Council (EDOC). Finally, Deputy District Attorney Ryan Lufkin covered the Gresham police department body camera implementation process and also discussed case weighting analysis. The CBAC found these presentations to be helpful in educating members about the costs associated with various policy preferences as well as state mandates.

District Attorney Rod Underhill provided helpful rationale for his recommendations, including a FY19-20 Supplementary Budget Report. Given the significant number of new committee members, substantial time was spent on budget and program education.

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 the District Attorney's Office historical involvement with Juvenile Dependency and Termination of Parental Rights (TPR) cases, and the changes to programming and budget that occurred as the TPR contract was awarded to the Department of Justice. In addition, the Multidisciplinary Team (MDT) unit will be moved to the Juvenile Court Building to realize cost savings. They are currently co-housed with DHS to allow coordination and collaboration with DHS regarding child abuse investigation and planning.

Members: *Tim Cunningham, Cynthia Escamilla, Yesenia Gallardo, Leah Gibbs, Lisabeth (Lissa) Kaufman, Rebecca Nickels, Ernest Warren*
Staff: *Dana, Anderson, Allen Vogt*

EMERGING ISSUES & CHANGES

Three significant challenges impacted budgetary decision-making in FY20. First, budget constraints from the general fund were exacerbated by the loss of funding streams at the state and federal levels. Second, these losses of funding were accompanied by several unfunded mandates that impacted the MCDA's office, including grand jury recordation requirements and implementation of body-worn camera procedures in some jurisdictions. Third, there continues to be a dearth of data associated with measuring the outcomes and impact of MCDA's various programs and how these are meeting the overall objectives of the agency. The current metrics (which are largely financial or volume-based as opposed to outcome-based) are insufficient and it is difficult for the CBAC to make reasoned and thoughtful decisions about how best to support a given program or department.

The CBAC shares the County's commitment to equity and also prioritizes the needs of vulnerable populations. Accordingly, data and information on trends including the impacts on communities of color, recidivism, and racial disparities of the criminal justice system in Multnomah County are critical to informed decision-making. As the department responsible for making charging and prosecutorial decisions, it is critical that the MCDA has the necessary information to ensure equity in policy and practices.

This year, the MCDA will be required to fulfill new mandates, including the implementation of body worn cameras in Gresham and Portland, and the ongoing recordation of grand jury processes. Without increased financial support to comply with these new requirements, there are insufficient resources for other important programs. The goal of transparency is promoted by these two new mandates. However, the goals of promoting equity for reducing bias in management of MCDA cases requires considerable expense to evaluate the volume of new data. Therefore, we support funding to best apply this powerful new tool.

Multnomah County is becoming larger and more complex. With this brings new challenges for MCDA. The CBAC supports the addition of a dedicated Mental Health DDA and a Homelessness Specialty Court Coordinator. The CBAC supports adequate funding for targeted and special programs to meet the safety needs of the communities while protecting the special needs of these vulnerable populations.

RECOMMENDATIONS

CBAC recommendations for budget modifications were based on an understanding of the unique funding challenges for FY20 and the shifting needs for prosecutorial resources. For example, with the loss of TPR funding, the Juvenile Dependency and Delinquency unit still requires investment for the children and families of Multnomah County. The CBAC concurs with the DA's recommendations for cuts because they are creating ongoing efficiencies within their units while minimizing the impact to public safety. Additionally, during discussions the CBAC discussed the DA's emphasis on ensuring prosecution of more serious person crimes and allocating scarce resources towards this goal.

Members: Tim Cunningham, Cynthia Escamilla, Yesenia Gallardo, Leah Gibbs, Lisabeth (Lissa) Kaufman, Rebecca Nickels, Ernest Warren
Staff: Dana, Anderson, Allen Vogt

DA CBAC

The CBAC regrets to recommend the following cuts:

- Juvenile Trial Court - 3.79 FTE
- Unit A/B - 1.0 FTE
- Victim Assistance Program - 2.0 FTE

The Out-of-Constraint budget requests are based on the need for support for programs that will help increase the capacity and effectiveness of the DA's ability to prosecute crimes and increase efficiencies through adoption of new set of metrics. Our specific recommendations are as follows, in priority order:

General Fund Requests:

1. 15013 MCDA Research and Planning Unit (2.0 FTE new-ongoing) \$260,000

This funding will support the ability to measure outcomes of new performance metrics adopted for the MCDA's office.

2. 15101 B Juvenile Dependency and Delinquency (8.0 FTE backfill) \$1,296,318

Select Juvenile Dependency and Delinquency caseload; No TPR in order to represent state's interest in non-MDT dependency cases where the DA's presence will be most impactful.

Unfunded Mandates:

3a. 15012 Body Work Cameras - Gresham (2.0 FTE new-ongoing) \$336,354

3b. 15011 Body Worn Cameras - Portland (7.0 FTE new-ongoing) \$1,313,927

Video review, discovery, trial prep, trial, redaction as result of Gresham and Portland police video evidence

3c. 15016 Grand Jury Recordation (2.0 FTE new-ongoing) \$367,060

General Fund Requests:

4. 15014 Mental Health DDA (1.0 FTE) \$151,574

Support efforts to connect misdemeanor offenders with mental health service providers and social services

5. 15015 Homelessness Specialty Court DDA \$151,574

Funds resource to collaborate with community, agency, and social service providers in effort to reduce recidivism and improve stability in housing and treatment

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, Lissa Kaufman, who served on this and other CBAC committees for the last 6 years. She is dedicated to our County, and her years of service are very much appreciated.

Members: Tim Cunningham, Cynthia Escamilla, Yesenia Gallardo, Leah Gibbs, Lisabeth (Lissa) Kaufman, Rebecca Nickels, Ernest Warren
Staff: Dana, Anderson, Allen Vogt

Department of Community Justice CBAC

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

FROM: DCJ CBAC

DATE: April 2, 2019

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The DCJ CBAC recognizes the realities of flattened County revenues in the face of increased personnel and service costs. DCJ management has met the constraints imposed upon their budget; nevertheless, there are several items for which they have requested restoration, and several OTO out of constraint requests. The CBAC has endorsed (in whole or in part) four of these requests.

PROCESS

The DCJ CBAC met with department staff 10 times in this budget year, and were briefed on current initiatives before delving into the budget itself. The committee met with the following department staff:

April 16	Gang HEAT curriculum - Bryan Smith, Community Justice Mgr (CJM), Gang and African American Program
May 21	JSD Gang/CHI Elevate - Deena Corso, JSD Division Director African American Program - Jay Scroggin, ASD Division Director/Bryan Smith, CJM
June 18	Budget Update - Erika Preuitt, DCJ Director Workforce Equity Strategic Plan
August 20	Gang Unit Overview - Jay Scroggin, ASD Division Director/Bryan Smith, CJM
September 17	ASD Mental Health Unit Overview - John McVay, CJM
October 15	ASD Treatment First - Lisa Lewis, ASD Senior Manager
November 19	Racial and Ethnic Disparities in Juvenile Justice - Deena Corso, JSD Division Director

DCJ CBAC

- December 17 Utilization of Pre-Adjudication Detention/Length of Stay Analysis - Deena Corso, JSD Division Director
- February 4 Budget - Erika Preuitt, DCJ Director
- March 18 Budget - Erika Preuitt, DCJ Director

DCJ experienced a significant amount of management turnover in 2018. We're very excited about the management team Erika Preuitt has built and are looking forward to working with them for a long time. Erika has continued to foster a candid and mutually respectful partnership with the CBAC.

DCJ's budget process continues to be inclusive and democratic. Like many other departments, several years of budget cuts have already claimed whatever fat there may have been, and essential programs are being impacted. The committee's criteria for maintaining or reducing programs are:

- Equity, as it relates to those the department serves and department staff/contractors.
- Targeting the high-risk, high-need clients. For this department, a tighter budget means prioritization on adult and youth at greatest risk of recidivism.
- Demonstrated results.
- Favor is given to evidence-based approaches and programs.

The CBAC's endorsements and recommendations are likewise driven by demonstrated effectiveness with high-risk clients. OTO requests that meet a clear and present need and that create value going forward were endorsed.

EMERGING ISSUES & CHANGES

Austerity is no longer an emerging or new issue, but is one that will color DCJ's planning into the foreseeable future. It is important that the County Commission is on board with the Department's approach to budget cuts: instead of trying to spread less money across the multiple needs of all justice-involved individuals, DCJ strives to provide the best possible services to the individuals assessed as most at risk of re-offending. As the budget gets tighter, this targeted group will shrink. Though the CBAC wholeheartedly endorses this approach, we worry that others might suspect "neglect" of lower-risk individuals. DCJ can provide statistics on the efficacy of this approach for any who need it.

Housing and wraparound services continue to be under-resourced services in Multnomah County. This shortage has impact on public safety insofar as justice-involved individuals who receive appropriate treatment and care, and who have a stable living situation, are much less likely to recidivate. This truism is even more relevant to the high-need, high-risk individuals who are the key clients of DCJ.

Issues currently being debated in the Oregon Legislature are likely to have a major impact on the work and potentially the budgets of Multnomah County's public safety departments, including DCJ. Some possible changes involve:

1. Potential youth sentencing reforms could create significant changes in sentencing outcomes of justice-involved youth. Additionally, if passed, these policies could result in needed resource

Members: Joanne Burke, Tyra Black, Courtney Helstein, Aron Klein, Na'ama Schweitzer, Ricardo Lujan-Valerio
Staff: Karen Rhein

allocation adjustments related to more youth charged with Measure 11 crimes staying in the juvenile justice system and more youth accessing opportunities like Second Look and being approved for conditional release before finishing their initial sentence. Below are the package of policies currently being debated in Salem:

- a. **Eliminate Auto Waivers:** Judges would to decide whether or not a child should be tried as a youth or in adult court.
 - b. **Expand access to Second Look:** Allow youth who have served a significant amount of their sentence an opportunity to show the Court they have been rehabilitated and can return safely to society to live healthy and productive lives.
 - c. **Provide options for youth aging out of OYA:** Allow youth who have made significant progress in the Oregon Youth Authority the chance to prove to the Court that they can complete the final stretch of their sentence in alternative programs instead of transferring to Department of Corrections custody.
2. Community Corrections funding. This includes the possible elimination of payments to the County for earned discharge, and changes in the Justice Reinvestment grant distribution procedures. Also, the state has proposed additional funding cuts in areas of Juvenile Justice.
 3. In the longer term, the legislature may mandate several studies (to be conducted by state entities) about the impact of various practices on recidivism - length of sentence, fines, restitution, re-entry assistance, etc. The findings of these studies may affect DCJ in coming years.

RECOMMENDATIONS

Adult Services Division:

1. 50013 Replacement Radios \$814,000

We support ASD's OTO request for new radios for the PPOs. This is a clear need that will only increase in cost if the purchase is delayed.

2. 50021B Assessment and Referral Center-Housing restore some/all of \$250,000 cut

The department budget cuts 18 beds at Shoreline, the most expensive housing they contract for, but requests that they be restored if possible. The need for housing is great, especially for hard-to-place justice-involved individuals, and particularly those with sex offenses. While DCJ continues to explore lower-cost housing options and until the housing supply grows, we endorse the request to restore as many of the 18 Shoreline beds as feasible.

3. 50006-19 Forensics Unit restore up to \$100,000 of proposed \$308,000 cut

The CBAC requests restoration of a portion of the department's proposed budget cut for closing the forensics lab. We agree with ASD that the in-house forensics lab, despite its good work and the prestige it brings, is an unsupportable expense in these times. We do, though, want DCJ to continue its work with the FBI's NW Regional Forensics Lab. This would require reclaiming up to \$100k to retain one FTE.

Members: Joanne Burke, Tyra Black, Courtney Helstein, Aron Klein, Na'ama Schweitzer, Ricardo Lujan-Valerio
Staff: Karen Rhein

DCJ CBAC

Juvenile Services Division:

4. 50050B Training for Juvenile Custody Services Specialists \$50,000

The JSD OTO request for funds to train three shifts of custody specialists is, we agree, an essential investment.

5. 50065B CHI Early Intervention & Youth Gang Prevention Services reduce contract \$222,000

We endorse JSD's plan to monitor and improve the effectiveness of the CHI Early Intervention program. As part of the signature CHI initiative, it is imperative that JSD monitor their contractors to make sure it's done well. We have requested that outcomes be reported by race and ethnic subgroups (knowing that the numbers are small and variable) to make sure that CHI Elevate performs best for those youth for whom it was especially designed. In the meantime, we appreciate DCJ's decision to reduce the budget to current usage levels.

ACKNOWLEDGEMENTS

The Committee would like to give special thanks to Kathryn Sofich, who has always been incredibly responsive to CBAC information requests, and who seems to have photographic recall of all details. We are happy to have met Jelese Jones, DCJ's finance manager, and expect a fruitful relationship with her team. We are grateful for the wonderful CBAC recruitment provided by Dani Bernstein and Brenda Morgan, and hope to continue in that vein.

Finally, there would be no CBAC without Karen Rhein. We owe her for every agenda, every speaker, every slice of bacon, for keeping CBAC members apprised of important news and developments in criminal justice, and for setting the tone of our relationship with the DCJ.

*Members: Joanne Burke, Tyra Black, Courtney Helstein, Aron Klein, Na'ama Schweitzer, Ricardo Lujan-Valerio
Staff: Karen Rhein*

Health Department of CBAC

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

FROM: Health CBAC

DATE: 04/03/2019

SUBJECT: Budget Advisory Committee (CBAC) Report & Recommendations

EXECUTIVE SUMMARY

The following document contains recommendations for the Health Department's Fiscal Year 2020 (FY20) out of target program offers. In developing these suggestions we were informed by Multnomah County staff to prioritize three of nine offers. We chose to prioritize three offers, and then highlight two more that we felt were critically important. 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. Additionally we wanted to champion investments being made throughout Multnomah County and not just in the geographical locations that have been more traditionally served.

PROCESS

To inform our recommendations for FY20, we met with division leaders and did a site visit at the Rockwood Health Center. These meetings began in November 2018. 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 of the out of target program offers are necessary to reduce health disparities and promote and protect the health of all Multnomah County residents. Our process for prioritization was also guided by our CBAC's shared values.

EMERGING ISSUES & CHANGES

With the reality of year-after-year budget reductions, Multnomah County continues to face a challenging financial situation. The Health Department experienced another year of reduced County General Fund contributions of 3 percent, after a 2 percent reduction last year. Compounded with another year of population growth, there was an increase in already unprecedented demand for health services in our schools and clinics. The most critical issue is determining how to do more with less while continuing to support vulnerable clients, prioritizing our equity investments, and addressing deeply rooted health disparities and structural barriers to access.

RECOMMENDATIONS

We prioritized the Nurse Family Partnership program offer above others because it matches many of our CBAC's group values. The values of providing transformational leadership, upholding racial justice, and operating with dignity and respect are key components of a program that matches specially trained nurses with young, first-time mothers-to-be. We also recognized the importance of the Business Operations program offer because restoration of those staff members helps drive revenue generation, budgeting,

Health Department CBAC

and financial reporting. This infrastructure is important to maintaining the financial health of the department and will ultimately support all the work the department engages in. We prioritized the Student Health Center program offer because it would add resources and a clinic in East Multnomah County where there is a growing need. We acknowledged the operational rationale for the closure of the two North Portland Student Health Centers at George Middle School and César Chávez School. However, we also think that not taking the opportunity to leverage resources for a Student Health Center at Reynolds High School would compound the loss of overall student health access in the county, especially in an area of such high need.

Our specific recommendations are as follows, in priority order:

1. 40054 Nurse Family Partnership **\$1,345,897**
Supports low-income, first time mothers with visits from a Community Health Nurse. Serves 400 families per year with evidence based home visiting.

2. 40040B Budget & Finance - Restoration **\$430,376**
To restore 4.0 FTE of County General Fund. It impacts Budget, Grants, A/P, and Contracts. To keep the Health Department business processes harmless (Budget, Year-end, audits, WorkDay).

3. 40024B Student Health Centers Transition Planning **\$185,354**
Funding requested as OTO to transition services from George and Chavez Middle Schools to the proposed Reynolds High School Student Health Center. Covers initial operating costs.

This report includes two key recommendations in addition to the initial three prioritized above. We felt strongly that we had to include both the Mental Health's Office of Consumer Engagement (OCE) program offer and the Health Officer's Medical First Response program offer because both of those program offers serve historically underserved populations. By prioritizing the OCE position, we are hoping to highlight the potential for leadership and coordination of mental health services that promises the reduction of structural barriers exist for various communities, especially for those in the LGBTQIA community.

The Health Officer's Medical First Response program offer ensures that geographically rural areas of Multnomah County get similar emergency services to their more urban counterparts. Our CBAC fully supports investments in East Multnomah County and this offer is consistent with our priorities.

4. 40065B Office of Consumer Engagement (OCE) **\$105,839**
To create the Office of Consumer Engagement leadership position. Recommended in Fall 2018 Mental Health Systems Analysis Report.

5. 40004C Ambulance Services (EMS) - Medical First Response **\$95,000**
To pay contracts with Corbett Fire, Cascade Locks, and Sauvie Island that may not be billed to EMS Ambulance Franchise fee. They provide Emergency Medical First Response, extrication, and specialty technical rescue to areas not covered by a City, or Rural Fire Protection District.

Members: Baher Butti, Alejandrina Felipe, Maria Klimenko, Josué Peña-Juárez, Héctor Rodríguez-Ruiz, Deme Shor, Jean Trygstad. Staff: María Lisa Johnson, Angel Landrón-González, Mark Lewis, Eric Richardson

Health Department CBAC

ACKNOWLEDGEMENTS

We'd like to acknowledge Health Department leadership for their partnership in developing these recommendations. We're especially thankful for Maria Lisa Johnson, Eric Richardson, Mark Lewis and Angel Landrón-González who have been great in been great support staff to our CBAC. We'd also like to thank the two interim co-directors, Vanetta Abdellatif and Wendy Lear, for their leadership over the past year. Additionally we're excited to see how Dr. Patricia Charles-Heathers leads the Health Department into the future.

ADDENDUM

None

Members: Baher Butti, Alejandrina Felipe, Maria Klimenko, Josué Peña-Juárez, Héctor Rodríguez-Ruiz, Deme Shor, Jean Trygstad. Staff: María Lisa Johnson, Angel Landrón-González, Mark Lewis, Eric Richardson

Department of County Human Services CBAC

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

FROM: Department of County Human Services (DCHS) CBAC

DATE: April 2, 2019

SUBJECT: DCHS Community Budget Advisory Committee (CBAC) Report & Recommendations

COMMITTEE MEMBERSHIP: Steve Weiss, Chair; Mariel St. Savage, CCBAC Rep.; Crystallee Crain; Gregory York, Jeffrey Scroggin, and Rebecca Rottman.

EXECUTIVE SUMMARY

This letter represents the Department of County Human Services Citizen Budget Advisory Committee's (CBAC) recommendations regarding the pending FY 2019-2020 budget.

The DCHS CBAC is aware that the County Commission Chair has requested that all departments impose a three percent constraint within their submitted budget requests. We have been told that, within DCHS, the constraint equals approximately \$1.5M in reductions. Our five (5) recommendations for the Chair's executive budget focus on the one-time funding requests, out of target program offers, and new programs.

PROCESS

The DCHS CBAC held its first meeting for the FY20 budget on December 4, 2018, where we met for 2 hours and reviewed: the Multnomah County Budget Process; the FY20 financial and 5-year General Fund forecasts, and the roles CBACs play in the county budget process. DCHS Director Peggy Brey also provided an overview of DCHS; its leadership changes since FY19; and the DCHS budget approach including the direction she provided to Division Directors as well as information on the County's Equity and Empowerment Lens.

On January 31, 2019, 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 are funded in regards to CGF and other funds. Rob Kodiriy, DCHS Business Services Director, provided information on the 3% constraint, internal service rates, and other impacts to the budget such as inflation, etc. Finally, our group reviewed our guiding principles (included below) which we use in making our recommendations.

Department of County Human Services CBAC

DCHS CBAC Guiding Principles:

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

Our last meeting was held on February 27, 2018. We reviewed the department's submitted budget and the DCHS CBAC agrees that the budget represents a thoughtful approach in meeting the Chair's requested reductions while minimizing impact on the vulnerable populations that the Department serves.

EMERGING ISSUES & CHANGES

While current reductions focus on administrative costs and services that can be provided through contracted partners or managed through improving program efficiencies this fiscal year, future fiscal years are likely to see greater program cuts based on the five-year general fund forecast that shows a significant growing short fall of up to 35M countywide by FY24. Our recommendations will entail a much more difficult process in the years ahead, as deep cuts to programs and services become inevitable.

RECOMMENDATIONS

While offices across the County face a 3% budgetary constraint, we nevertheless find that some New/Ongoing programs, One-Time Only offers, and Out of Target restoration program offers are necessary and need funding. DCHS has five such program offers that fall into these categories. These are the five program offers that we reviewed and prioritized and which we recommend funding in addition to the DCHS in-target budget. In addition, we reviewed two additional program offers but have subsequently removed them from our list of recommendations based on new information shared with us shortly after the February meeting. The two program offers are 25026B and 25026C, which would restore a portion of the funding for the Public Guardian/Conservator IT system. It was determined that this system could be developed within the County's in-house IT program, eliminating the need for a one time only purchase of a program to replace the legacy system as well as eliminating the ongoing costs associated with licensing the new system.

Members: Steve Weiss, Chair; Mariel St. Savage, CCBAC Rep.; Crystallee Crain; Gregory York, Jeffrey Scroggin, and Rebecca Rottman

Staff: Keith Falkenberg and Jill Jessee

Department of County Human Services CBAC

Our specific recommendations are as follows, in priority order:

1. 25139B Multnomah Stability Initiative (NEW – Ongoing) \$100,000

This program offer adds funding for legal supports for families engaged in YFS programs to expunge records. By removing fines and cleaning records, families are able to apply and obtain stable housing. Our guiding principles 2, 5 and 6 were used in determining this as our top priority.

2. 25138B Runaway Youth Services Scale (Out of Target - OTO) \$303,682

This program offer restores capacity for "receiving" space for youth 12-17 who are seeking emergency shelter. This would provide continuity of service while YFS conducts the Runaway System redesign. This will allow for a location where police, DHS and youth can go to engage in emergency shelter and support services during a time of crisis. Our guiding principles 1, 3, 5 and 6 were used in determining this as our second priority.

3. 25023B ADVSD Long Term Services & Supports (Medicaid) - Scale B (Out of Target, Restoration, Ongoing) \$166,010

This program offer restores CGF lost because of constraint, and uses it as a match for Medicaid, adding \$386,000 of Medicaid funds for additional staffing. It adds 4 additional staff to assist with the increased workload from policy and procedure changes mandated from the State. Service eligibility is being transferred from the Service Workers to the eligibility workers, which will increase their workload as well. These programs assist individuals and families with low incomes, with people from diverse backgrounds and non-English speaking populations. Increasing staff will allow DCHS to provide better customer service. We base this recommendation using guiding principles 1, 3 and 4.

4. 25028B ADVSD Multi-Disciplinary Team - Scale B (Out of Target, Restoration, Ongoing) \$83,440

This offer restores the loss of CGF and State Mental Health funds with revenue transfer from HD to DCHS, to maintain the same service levels for Mental Health Intervention for highly vulnerable older adults and people with disabilities in accessing on-going behavioral health supports through the County's Mental Health system. While this program offer was second priority for the Department, some of our members felt that these services should stay with the Health Department as part of the Mental Health program thus, lowering its priority on our list. However; if this program is cut from the HD budget without the intent to restore its funding, based on our guiding principles 3 and 6, we recommend the funding of this program within the DCHS budget.

Members: Steve Weiss, Chair; Mariel St. Savage, CCBAC Rep.; Crystallee Crain; Gregory York, Jeffrey Scroggin, and Rebecca Rottman

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Department of County Human Services CBAC

5. 25038B ADVSD Advocacy & Community Program Operations - Scale B (Out of Target - OTO) \$100,000

We recommend funding to support the four-year, federally required Area Plan Needs Assessment and population projections. The division is proposing a process that will highlight the racial justice and equity needs for these populations in the Area Plan. Funds would include grants to culturally specific community partners to engage community members. We base this recommendation using guiding principles 1 and 5.

ACKNOWLEDGEMENTS

On behalf of the committee, we would like to thank DCHS director Peggy Brey for her commitment and passion to better the lives of all. Peggy's proactive and engaging presence has been incredibly invaluable for the committee. We would like to extend big thank you's to Rob Kodiry, Mohammad Bader, Lee Gerard 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, the DCHS Director's Office Administrative Analyst, for her extraordinary support that keeps this committee going.

Members: Steve Weiss, Chair; Mariel St. Savage, CCBAC Rep.; Crystallee Crain; Gregory York, Jeffrey Scroggin, and Rebecca Rottman *Staff: Keith Falkenberg and Jill Jessee*