

**ANNOTATED MINUTES**

Monday, February 8, 1993 - 9:00 AM - 3:00 PM  
Multnomah County Expo Center, VIP Room  
2060 North Marine Drive

**BOARD RETREAT**

BR-1 Discussion of County Critical Issues and Opportunities.  
Facilitated by Bill Farver and Hank Miggins.

**AGENDA**

9:00	Public Safety
10:00	Health
10:45	Social Services
11:30	Library
12:15-1:00	Lunch
1:00	Environmental Services
1:45	Non-Departmental and Management Support
2:30	Summary and Evaluation

PRESENTATION, DISCUSSION AND RESPONSE TO BOARD  
QUESTIONS WITH BILL FARVER, TAMARA HOLDEN,  
SHERIFF ROBERT SKIPPER, DISTRICT ATTORNEY  
MICHAEL SCHRUNK, GARY WALKER, BILLI ODEGAARD,  
HANK MIGGINS, GARY NAKAO, GARY SMITH, DON  
KEISTER, HAROLD OGBURN, BILL THOMAS, REY  
ESPANA, GINNIE COOPER, BETSY WILLIAMS AND DAVID  
BOYER.

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Tuesday, February 9, 1993 - 9:30 AM  
Multnomah County Courthouse, Room 602

**BOARD BRIEFING**

B-1 Arts Plan Program Update. Organized by the Metropolitan  
Arts Commission. Presented by Bing Sheldon, Don McClave,  
Clark Worth, Chuck Clemmons, Annie Painter, Joe Wyatt and  
Bill Bulick.

PRESENTATION, DISCUSSION AND FILM.

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Tuesday, February 9, 1993 - 10:30 AM  
Multnomah County Courthouse, Room 602

**AGENDA REVIEW**

B-2 Review of Agenda for Regular Meeting of February 11, 1993.

R-2 & R-3 INFORMATION SUBMITTED AND STAFF RESPONSE TO  
BOARD QUESTIONS.

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Tuesday, February 9, 1993 - 11:00 AM  
Multnomah County Courthouse, Room 602

## PUBLIC HEARING

PH-1 Pursuant to ORS 294.655 and ORS 310.186, the Tax Supervising and Conservation Commission Will Conduct a Public Hearing on Proposed Property Tax Measures. The Multnomah County Board of Commissioners Will be in Attendance to Discuss a Proposed \$31 Million General Obligation Bond Issue for Library Reconstruction or Remodeling. (Continued From January 27, 1993.)

CONTINUED HEARING ON THE PROPOSED PROPERTY TAX MEASURES AND GENERAL OBLIGATION BONDS CONVENED BY TSCC CHAIR JOSEPH LaBADIE, COMMISSIONERS LIANNE THOMPSON AND THOMAS HATFIELD, WITH TSCC ADMINISTRATIVE OFFICER MARGARET BAUER. PRESENTATION AND RESPONSE TO QUESTIONS BY CHAIR GLADYS McCOY, GINNIE COOPER, BILL NAITO, DAVID BOYER AND JIM EMERSON. SUPPORT TESTIMONY FROM SUSAN HATHAWAY MARKS.

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Wednesday, February 10, 1993 - 9:30 - 11:30 AM  
Multnomah County Courthouse, Room 602

## WORK SESSIONS

WS-1 Continued Discussion and Request for Policy Direction Regarding the Citizen Convention Recommendations. Facilitated by Bill Farver and Hank Miggins. (From January 19, January 27 and February 3, 1993.)

BOARD DIRECTION GIVEN CONCERNING SPECIFIC CHANGES IN DRAFT RESPONSE TO CITIZEN CONVENTION RECOMMENDATIONS. BOARD BRIEFING ON TAX FORECLOSED PROPERTIES TO BE SCHEDULED FOLLOWING COMPLETION OF GARY BLACKMER'S AUDIT WITHIN THE NEXT MONTH. COMMENTS AND RESPONSE TO BOARD QUESTIONS FROM JOY AL SOFI, JOHN LEGRY, JIM DUNCAN, ANGEL OLSEN AND JOHN PRAGGASTIS.

WS-2 Discussion on the Proposal to Transfer County Parks to the Metropolitan Service District. Facilitated by Commissioner Gary Hansen and DES Director Betsy Williams.

PRESENTATION AND RESPONSE TO BOARD QUESTIONS FROM BETSY WILLIAMS, CHARLES CIECKO, MEL HUIE AND BILL McKINLEY. BOARD TO REINITIATE TRANSFER NEGOTIATIONS WITH AFFECTED JURISDICTIONS.

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Thursday, February 11, 1993 - 9:30 AM  
Multnomah County Courthouse, Room 602

## REGULAR MEETING

Chair Gladys McCoy convened the meeting at 9:30 a.m., with Vice-Chair Gary Hansen, Commissioners Sharron Kelley and Tanya Collier present.

CONSENT CALENDAR

CHAIR McCOY REQUESTED THAT C-1 BE HELD PENDING FURTHER CLARIFICATION. UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER COLLIER, THE CONSENT CALENDAR (ITEMS C-2 THROUGH C-10) WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF HEALTH

- C-2 Ratification of an Amendment to Intergovernmental Agreement Contract 103982, Physician Care Organization, Between Multnomah County and the Oregon State Office of Medical Assistance Programs, Extending the Agreement Term for the Period Upon Execution through February 28, 1993

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-3 ORDER in the Matter of the Execution of Deed D930836 for Certain Tax Acquired Property to M.J. SCHLOSSER and CHARLES M. SCHLOSSER

ORDER 93-31.

- C-4 ORDER in the Matter of the Execution of Deed D930837 for Certain Tax Acquired Property to CELICIA REID

ORDER 93-32.

- C-5 ORDER in the Matter of the Execution of Deed D930838 Upon Complete Performance of a Contract to ROBERT MCGOWN

ORDER 93-33.

- C-6 ORDER in the Matter of the Execution of Deed D930839 Upon Complete Performance of a Contract to ROBERT MCGOWN

ORDER 93-34.

- C-7 ORDER in the Matter of the Execution of Deed D930840 for Certain Tax Acquired Property to NOMA L. EVANS

ORDER 93-35.

- C-8 ORDER in the Matter of the Execution of Deed D930841 for Certain Tax Acquired Property to NOMA L. EVANS

ORDER 93-36.

- C-9 ORDER in the Matter of the Execution of Deed D930842 for Certain Tax Acquired Property to NOMA L. EVANS

ORDER 93-37.

- C-10 ORDER in the Matter of the Execution of Deed D930843 for Certain Tax Acquired Property to BIANCA KENT

ORDER 93-38.

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 Public Hearing and Opportunity for Citizen Testimony on the Proposed Issuance and Sale of a \$31 Million General Obligation Bond to Finance Renovation of the Multnomah County Central Library and Reconstruction/Remodeling of the Midland Branch Library and to Possibly Acquire Additional Land for the Midland Branch Library

Commissioner Dan Saltzman arrived at 9:35 a.m.

SUPPORT TESTIMONY FROM JOHN ROBOTHAM, LES PRATT, DAVID CORDERO, BILL NAITO AND BILL FAILING. OPPOSITION TESTIMONY FROM LOUISE WEIDLICH. BOARD RESPONSE TO QUESTIONS, DISCUSSION AND COMMENTS. BOARD VOTE ON LEVY AND GENERAL OBLIGATION BOND RESOLUTIONS SCHEDULED FOR THURSDAY, FEBRUARY 18, 1993.

NON-DEPARTMENTAL

- C-1 In the Matter of the Appointments of Michael Powell - Chair, Marcia Pry - Vice-Chair, Don Barney, Karen Hinsdale, Rene Carroll, Ken Wilson, Susan Hathaway-Marxer, Catherine VanZyl, Marty Brantley, Robyn Skene, Doug Stamm and Carolyn Myers to the MULTNOMAH COUNTY LIBRARY ENTREPRENEURIAL INITIATIVES TEAM (Commissioner Dan Saltzman, ex officio)

COMMISSIONER SALTZMAN REPORTED ON THE PROPOSED TEAM MEMBERS AND THEIR BACKGROUNDS AND RECOGNIZED KEN WILSON IN THE AUDIENCE. UPON MOTION OF COMMISSIONER SALTZMAN, SECONDED BY COMMISSIONER COLLIER, R-1 WAS UNANIMOUSLY APPROVED.

JUSTICE SERVICES  
SHERIFFS OFFICE

- R-2 In the Matter of a Request for Hiring Freeze Exceptions (Overtime) for Deputy Sheriff, Corrections Officer, Sheriff Operations Technician/Trainee, Warehouse Worker and Corrections Branch Facility Security Officer Positions

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, R-2 WAS UNANIMOUSLY APPROVED.

- R-3 In the Matter of a Request for Hiring Freeze Critical Service Level Exceptions for One (1) Corrections Counselor and Three (3) Civil Deputy Positions

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, R-3 WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

**R-4      RESOLUTION in the Matter of Consolidating Cable Regulation**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, RESOLUTION 93-39 WAS UNANIMOUSLY APPROVED. THE BOARD THANKED JULIE OMELCHUCK FOR HER EFFORTS.**

**R-5      Ratification of Intergovernmental Agreement Contract 301583 Between the Cities of Fairview, Wood Village, Troutdale, Gresham and Portland and Multnomah County, Creating the Consolidated Cable Communications Commission**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, R-5 WAS UNANIMOUSLY APPROVED.**

**R-6      Request for Approval of a NOTICE OF INTENT for the Park Services Division to Apply for a \$5,000 METROPOLITAN GREENSPACES ENVIRONMENTAL EDUCATION SMALL GRANT to Help Fund a Seasonal Naturalist Position from Three to Six Months**

**UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, R-6 WAS UNANIMOUSLY APPROVED.**

**R-7      ORDER Setting a Hearing Date in the Matter of the Legalization of Brower Road, No. 4999, From Larch Mountain Road Northerly 19,925 Feet**

**UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, ORDER 93-40 SETTING A HEARING DATE FOR THURSDAY, MARCH 25, 1993, WAS UNANIMOUSLY APPROVED.**

**R-8      Budget Modification DES #20 Requesting Authorization for the Park Development Program Budget to Appropriate a \$9,982 Emergency Repair Grant from the Oregon Marine Board, for Repairs at M. James Gleason Boat Ramp**

**UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER COLLIER, R-8 WAS UNANIMOUSLY APPROVED.**

**JUSTICE SERVICES**

**COMMUNITY CORRECTIONS**

**R-9      Budget Modification DCC #26 Requesting Authorization to Eliminate the Specialized Programs and Services Division Administrative Budget for Fiscal Year 1993**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, R-9 WAS UNANIMOUSLY APPROVED.**

**R-10      Budget Modification DCC #27 Requesting Authorization to Delete Contract Services in the Diagnostic and Program Development Division Supported by State Enhancement Grant Revenue**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, R-10 WAS UNANIMOUSLY APPROVED.**

- R-11 Budget Modification DCC #28 Requesting Authorization to Modify the Department of Community Corrections Federal/State Budget to Comply with the Revised Community Corrections Act Plan Amendment

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, R-11 WAS UNANIMOUSLY APPROVED.**

**NON-DEPARTMENTAL**

- R-12 Ratification of an Intergovernmental Agreement Between the Oregon Economic Development Department and Multnomah County, to Provide a Basis for a Cooperative Working Relationship to Improve the Historic Columbia River Highway as a Visitor Attraction and Historic Resource, for the Period Upon Execution through November 5, 1994

**COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, FOR APPROVAL OF R-12. BOARD COMMENTS AND RESPONSE TO LOUISE WEIDLICH TESTIMONY AND REQUEST FOR INFORMATION CONCERNING ITEMS R-12, R-13 AND R-14. VOTE ON MOTION UNANIMOUSLY APPROVED.**

- R-13 Ratification of an Intergovernmental Agreement Between Multnomah County, USDA Forest Service, Oregon Parks and Recreation Department, Hood River County Visitors Council and Friends of Vista House, to Provide a Basis for a Cooperative Working Relationship to Improve the Historic Columbia River Highway as a Visitor Attraction and Historic Resource, for the Period Upon Execution through November 5, 1994

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, R-13 WAS UNANIMOUSLY APPROVED.**

- R-14 Second Reading and Possible Adoption of an ORDINANCE Amending Ordinance 748, (Columbia River Gorge National Scenic Area Plan Implementation) by Repealing MCC 11.15.3568(H) and Amending MCC 11.15.3572 to Clarify Multnomah County Review Procedures for Land Use Decisions in the Columbia River Gorge

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. HEARING HELD, NO ONE WISHED TO TESTIFY. UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, ORDINANCE 750 WAS UNANIMOUSLY APPROVED.**

- R-15 Budget Modification NOND #16 Requesting Authorization to Transfer Funds from Personal Services to Materials and Services and Capital Equipment within Commissioner District 3 Budget, for the Purchase of Computers and Other Items

**Necessary for Office Operations**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, R-15 WAS UNANIMOUSLY APPROVED.**

- R-16 **RESOLUTION [Revising Resolution 92-193 to Include the City of Gresham] in the Matter of Participating in the PUBLIC SAFETY COUNCIL**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, RESOLUTION 93-41 WAS UNANIMOUSLY APPROVED.**

- R-17 **In the Matter of a Request for Hiring Freeze Exception to Vacant Position Deletion Policy for Community Health Nurses**

**UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER SALTZMAN, R-17 WAS UNANIMOUSLY APPROVED.**

**MANAGEMENT SUPPORT**

- R-18 **Ratification of Intergovernmental Agreement Contract 500353 Between Multnomah County and the State of Oregon Purchasing Division, for Use of State of Oregon Price Agreements to Purchase Goods and Services at Volume Discount, for the Period February 1, 1993 to January 31, 1994**

**UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, R-18 WAS UNANIMOUSLY APPROVED.**

**PUBLIC COMMENT**

- R-19 **Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.**

**COMMISSIONER COLLIER ADVISED SHE WOULD BE CIRCULATING FINAL DRAFTS OF THE JAIL AND LIBRARY LEVIES AND GENERAL OBLIGATION BOND EXPLANATIONS THIS NEXT WEEK.**

**There being no further business, the meeting was adjourned at 10:25 a.m.**

**OFFICE OF THE BOARD CLERK  
for MULTNOMAH COUNTY, OREGON**

By Deborah C. Boastad

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**Friday, February 12, 1993 - 9:30 AM AND 1:30 PM  
Multnomah County Courthouse, Room 602**

**WORK SESSION**

WS-1    *Presentation of Selected Portions of Library Operations and Board Discussion of Department of Library Services Budget. Presented by Library Director Ginnie Cooper and Staff and Planning and Budget Manager Dave Warren and Staff.*

**PRESENTATION AND RESPONSE TO BOARD QUESTIONS  
WITH GINNIE COOPER, JUNE MIKKELSEN, TOM OLSON,  
PATRICK BLANE, DEANNA CECOTTI, JEANNE GOODRICH,  
CINDY REID, JACKIE DOLAN, INGA BOUDREAU,  
MARGARET EPTING, WES STEVENS, DAVE WARREN,  
CINDY MILES, SALLY MEAD, CATHY WRIGHT, JAN  
THENELL AND VIRGINIA SWAREN.**

0279C/1-8/db





# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS		
GLADYS McCOY •	CHAIR •	248-3308
DAN SALTZMAN •	DISTRICT 1 •	248-5220
GARY HANSEN •	DISTRICT 2 •	248-5219
TANYA COLLIER •	DISTRICT 3 •	248-5217
SHARRON KELLEY •	DISTRICT 4 •	248-5213
CLERK'S OFFICE •	248-3277 •	248-5222

## AGENDA

### MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

#### FOR THE WEEK OF

FEBRUARY 8 - 12, 1993

Monday, February 8, 1993 - 9:00 AM - Board Retreat. . . . .Page 2  
Tuesday, February 9, 1993 - 9:30 AM - Board Briefing. . . . .Page 2  
Tuesday, February 9, 1993 - 10:30 AM - Agenda Review. . . . .Page 2  
Tuesday, February 9, 1993 - 11:00 AM - Public Hearing . . . . .Page 2  
Wednesday, February 10, 1993 - 9:30 AM - Work Sessions. . . . .Page 3  
Thursday, February 11, 1993 - 9:30 AM - Regular Meeting . . . . .Page 3  
Friday, February 12, 1993 - 9:30 AM & 1:30 PM - Work Session. Page 6

Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen at the following times:

Thursday, 10:00 PM, Channel 11 for East and West side subscribers

Thursday, 10:00 PM, Channel 49 for Columbia Cable (Vancouver) subscribers

Friday, 6:00 PM, Channel 22 for Paragon Cable (Multnomah East) subscribers

Saturday 12:00 PM, Channel 21 for East Portland and East County subscribers

INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222 OR MULTNOMAH COUNTY TDD PHONE 248-5040 FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.

Monday, February 8, 1993 - 9:00 AM - 3:00 PM

Multnomah County Expo Center, VIP Room  
2060 North Marine Drive

BOARD RETREAT

- BR-1 Discussion of County Critical Issues and Opportunities.  
Facilitated by Bill Farver and Hank Miggins.

AGENDA

9:00	Public Safety
10:00	Health
10:45	Social Services
11:30	Library
12:15-1:00	Lunch
1:00	Environmental Services
1:45	Non-Departmental and Management Support
2:30	Summary and Evaluation

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Tuesday, February 9, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

BOARD BRIEFING

- B-1 Arts Plan Program Update. Organized by the Metropolitan Arts Commission. Presented by Bing Sheldon, Don McClave, Clark Worth, Chuck Clemmons, Annie Painter, Joe Wyatt and Bill Bulick.
- 

Tuesday, February 9, 1993 - 10:30 AM

Multnomah County Courthouse, Room 602

AGENDA REVIEW

- B-2 Review of Agenda for Regular Meeting of February 11, 1993.
- 

Tuesday, February 9, 1993 - 11:00 AM

Multnomah County Courthouse, Room 602

PUBLIC HEARING

- PH-1 Pursuant to ORS 294.655 and ORS 310.186, the Tax Supervising and Conservation Commission Will Conduct a Public Hearing on Proposed Property Tax Measures. The Multnomah County Board of Commissioners Will be in Attendance to Discuss a Proposed \$31 Million General Obligation Bond Issue for Library Reconstruction or Remodeling. 11:00 AM TIME CERTAIN, ONE HOUR REQUESTED. (Continued From January 27, 1993.)
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Wednesday, February 10, 1993 - 9:30 - 11:30 AM

Multnomah County Courthouse, Room 602

WORK SESSIONS

- WS-1 Continued Discussion and Request for Policy Direction Regarding the Citizen Convention Recommendations. Facilitated by Bill Farver and Hank Miggins. (From January 19, January 27 and February 3, 1993.) 9:30 TIME CERTAIN, ONE HOUR REQUESTED.
- WS-2 Discussion on the Proposal to Transfer County Parks to the Metropolitan Service District. Facilitated by Commissioner Gary Hansen and DES Director Betsy Williams. 10:30 TIME CERTAIN, ONE HOUR REQUESTED.
- 

Thursday, February 11, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 In the Matter of the Appointments of Michael Powell - Chair, Marcia Pry - Vice-Chair, Don Barney, Karen Hinsdale, Rene Carroll, Ken Wilson, Susan Hathaway-Marxer, Catherine VanZyl, Marty Brantley, Robyn Skene, Doug Stamm and Carolyn Myers to the MULTNOMAH COUNTY LIBRARY ENTREPRENEURIAL INITIATIVES TEAM (Commissioner Dan Saltzman, ex officio)

DEPARTMENT OF HEALTH

- C-2 Ratification of an Amendment to Intergovernmental Agreement Contract 103982, Physician Care Organization, Between Multnomah County and the Oregon State Office of Medical Assistance Programs, Extending the Agreement Term for the Period Upon Execution through February 28, 1993

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-3 ORDER in the Matter of the Execution of Deed D930836 for Certain Tax Acquired Property to M.J. SCHLOSSER and CHARLES M. SCHLOSSER
- C-4 ORDER in the Matter of the Execution of Deed D930837 for Certain Tax Acquired Property to CELICIA REID
- C-5 ORDER in the Matter of the Execution of Deed D930838 Upon Complete Performance of a Contract to ROBERT MCGOWN
- C-6 ORDER in the Matter of the Execution of Deed D930839 Upon Complete Performance of a Contract to ROBERT MCGOWN

- C-7 ORDER in the Matter of the Execution of Deed D930840 for Certain Tax Acquired Property to NOMA L. EVANS
- C-8 ORDER in the Matter of the Execution of Deed D930841 for Certain Tax Acquired Property to NOMA L. EVANS
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#### JUSTICE SERVICES

##### SHERIFFS OFFICE

- R-2 In the Matter of a Request for Hiring Freeze Exceptions (Overtime) for Deputy Sheriff, Corrections Officer, Sheriff Operations Technician/Trainee, Warehouse Worker and Corrections Branch Facility Security Officer Positions
- R-3 In the Matter of a Request for Hiring Freeze Critical Service Level Exceptions for One (1) Corrections Counselor and Three (3) Civil Deputy Positions

#### DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-4 RESOLUTION in the Matter of Consolidating Cable Regulation
- R-5 Ratification of Intergovernmental Agreement Contract 301583 Between the Cities of Fairview, Wood Village, Troutdale, Gresham and Portland and Multnomah County, Creating the Consolidated Cable Communications Commission
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- R-7 ORDER Setting a Hearing Date in the Matter of the Legalization of Brower Road, No. 4999, From Larch Mountain Road Northerly 19,925 Feet
- R-8 Budget Modification DES #20 Requesting Authorization for the Park Development Program Budget to Appropriate a \$9,982 Emergency Repair Grant from the Oregon Marine Board, for Repairs at M. James Gleason Boat Ramp

## JUSTICE SERVICES

### COMMUNITY CORRECTIONS

- R-9 Budget Modification DCC #26 Requesting Authorization to Eliminate the Specialized Programs and Services Division Administrative Budget for Fiscal Year 1993
- R-10 Budget Modification DCC #27 Requesting Authorization to Delete Contract Services in the Diagnostic and Program Development Division Supported by State Enhancement Grant Revenue
- R-11 Budget Modification DCC #28 Requesting Authorization to Modify the Department of Community Corrections Federal/State Budget to Comply with the Revised Community Corrections Act Plan Amendment

### NON-DEPARTMENTAL

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- R-15 Budget Modification NOND #16 Requesting Authorization to Transfer Funds from Personal Services to Materials and Services and Capital Equipment within Commissioner District 3 Budget, for the Purchase of Computers and Other Items Necessary for Office Operations
- R-16 RESOLUTION [Revising Resolution 92-193 to Include the City of Gresham] in the Matter of Participating in the PUBLIC SAFETY COUNCIL
- R-17 In the Matter of a Request for Hiring Freeze Exception to Vacant Position Deletion Policy for Community Health Nurses

MANAGEMENT SUPPORT

- R-18 Ratification of Intergovernmental Agreement Contract 500353 Between Multnomah County and the State of Oregon Purchasing Division, for Use of State of Oregon Price Agreements to Purchase Goods and Services at Volume Discount, for the Period February 1, 1993 to January 31, 1994

PUBLIC COMMENT

- R-19 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.
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Friday, February 12, 1993 - 9:30 AM AND 1:30 PM

Multnomah County Courthouse, Room 602

WORK SESSION

- WS-1 Presentation of Selected Portions of Library Operations and Board Discussion of Department of Library Services Budget. Presented by Library Director Ginnie Cooper and Staff and Planning and Budget Manager Dave Warren and Staff. 9:30 AM AND 1:30 PM STARTING TIMES REQUESTED.

GARY HANSEN  
Multnomah County Commissioner  
District 2



1120 S.W. Fifth Avenue, Suite 1500  
Portland, Oregon 97204  
(503) 248-5219

MEMORANDUM

TO: Chair Gladys McCoy  
Commissioner Tanya Collier  
Commissioner Sharron Kelley  
Commissioner Dan Saltzman  
Office of the Board Clerk

FROM: Gary Hansen  
Multnomah County Commissioner

DATE: February 9, 1993

RE: Absence from Retreat Meeting

BOARD OF  
COUNTY COMMISSIONERS  
1993 FEB - 9 PM 2:33  
MULTNOMAH COUNTY  
OREGON

I was attending the Legislative Committee of AOC meeting Monday February 8, 10:00 a.m. in Salem, the same day as the Retreat for the Commissioners and was unable to be present for the meeting.

Paul Richmond  
P.O. 454  
ers PDX, 97207  
Requests Copy  
321-50314

the Board

2/19/93  
Copies to  
←



Meeting Date: February 8, 1993

Agenda No.: BR-1

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM  
(For Non-Budgetary Items)

SUBJECT: BOARD RETREAT TO DISCUSS COUNTY CRITICAL ISSUES AND OPPORTUNITIES  
AGENDA REVIEW/ BOARD RETREAT  
BOARD BRIEFING MONDAY, FEBRUARY 8, 1993 REGULAR MEETING  
(date) (date)

DEPARTMENT NON-DEPARTMENTAL DIVISION CHAIR GLADYS McCOY

CONTACT BILL FARVER TELEPHONE 248-3740

PERSON(S) MAKING PRESENTATION FACILITATORS BILL FARVER AND HANK MIGGINS

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: TC 9:00 AM TO 3:00 PM, LUNCH PROVIDED

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: \_\_\_\_\_

BRIEF SUMMARY (include statement of rationale for action requested, as well as personnel and fiscal/budgetary impacts, if applicable):

BOARD RETREAT TO DISCUSS COUNTY CRITICAL ISSUES AND OPPORTUNITIES.  
MATERIALS WILL BE DISTRIBUTED IN ADVANCE AND AT THE RETREAT.

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL

Gladys McCoy

Or

DEPARTMENT MANAGER \_\_\_\_\_

(All accompanying documents must have required signatures)

BOARD OF  
COUNTY COMMISSIONERS  
1993 FEB - 4 AM 9:54  
MULTIPLAH COUNTY  
OREGON

BOARD OF  
COUNTY COMMISSIONERS

1993 JAN 21 AM 9:24

MULTNOMAH COUNTY  
OREGON

January 21, 1993

To: Board of County Commissioners  
Department Managers  
Elected Officials  
From: Bill Farver  
Re: Results of January 20 worksession

At the worksession held on January 20, the Board agreed to the following (with the addition of a few scheduling details):

1. Board will hold a retreat on Monday, February 8, from 9 a.m. to 3 p.m. at the Expo Center (lunch provided). Bill and Hank will facilitate. Department Managers are invited.

The Board will discuss Policy Development Plans for each Department. The Plans will follow the format suggested in the attached memo. By sticking to the following schedule, we should be able to finish on time:

9:00 Public Safety

10:00 Health

10:45 Social Services

11:30 Library

12:15 - 1:00 Lunch

1:00 Environmental Services

1:45 Non Dept. and Management Support

2:30 Summary and Evaluation

2. In advance of the retreat, Liaison Commissioners will meet with Department Managers to develop the Policy Development Plan. I will be happy to assist in the development of the plan if you would like. The Plan should focus on policy issues of Board concern.

3. As soon as the Plan is developed, the Liaison Commissioner should circulate it to the Board in advance of the retreat, but not later than noon, Thursday, February 4th.

4. The Board will use Wednesday morning sessions, starting at 9:30 a.m., to discuss pressing policy issues. The first discussion will be on the Citizens Convention on January 27th. Other examples given for possible discussion include the Public Safety 2000 Report, City/County issues and Resolution A, Leader's Roundtable, the Integrated Services System, and the follow up to the Auditor's Financial Report. I will assist in getting materials to the Board members in advance of those discussions.

5. Both the program budgeting and the policy development plans can form the basis for a larger, long term planning process. (see attached memo on Planning Framework). The Board will consider that process in more depth following this spring's budget process.

0015

January 19, 1993

To: Board of County Commissioners  
Department Managers  
Elected Officials  
From: Bill Farver  
Re: Format for Policy Development Plans

At the meeting on January 20th, the Board will review the lists submitted and agree upon the format for policy development plans. Here is one possible format for those plans:

1. Critical issues/opportunities facing the Department/County within the next year.

a. County goal

b. Trends (social, political, cultural) on a national, state, or local level that could impact the goal or its implementation

c. Steps needed to reach that goal (identify who is responsible for each step - i.e. Department, Board, general public)

Here's how this format might work with some of the critical issues identified by the Department.

a. County goal - MCSO - Conversion of radio system because of changes in BOEC procedures

b. Trends (social, political, cultural) on a national, state, or local level that could impact the goal or its implementation

- 1). Unresolved issue of ongoing role of MCSO in patrol
- 2). Is the technology equally appropriate for other aspects of county business?

c. Steps needed to reach that goal (identify who is responsible for each step - i.e. Department, Board, general public)

- 1). Development of specific plan for conversion to Mobile Digital Terminals (MCSO)
- 2). Development of specific plan for conversion to the 800 Mhz. Computer Assisted Dispatch System (MCSO)
- 3). Development of funding plan (MCSO)
- 4). Approval of plans (Board)

a. County goal - Health - Providing Medical and Dental Care for Indigent Residents

b. Trends (social, political, cultural) on a national, state, or local level that could impact the goal or its implementation

- 1). Federal approval of Oregon Health Plan
- 2). National health insurance plan
- 3). Board review of role of County in providing indigent health services

c. Steps needed to reach that goal (identify who is responsible for each step - i.e. Department, Board, general public)

- 1). Identify County role in providing medical and dental services for indigents (Health)
- 2). Identify how short the County is in meeting the need (Health)
- 3). Identify options for Board consideration in meeting the need (Health)
- 4). Consideration of options (Board)

a. County goal - Library - to secure funding for library operations and for library capital needs

b. Trends (social, political, cultural) on a national, state, or local level that could impact the goal or its implementation

- 1). Board contact with other local jurisdictions about the submission of other revenue measures (Board)

c. Steps needed to reach that goal (identify who is responsible for each step - i.e. Department, Board, general public)

- 1). Develop ballot titles for levy and GO Bond (Board and Library staff)
- 2). Provide adequate public information about levy and GO Bond (staff)
- 3). Organize committee to work for passage of measure (identified community members)
- 4). Appoint and assist Library Entrepreneurial Task Force

January 19, 1993

To: Board of County Commissioners  
From: Bill Farver  
Re: Planning Framework

Several people have talked about the need for planning, sometimes long term, sometimes short term, occasionally strategic. The feeling I get from those conversations is that the Board wants a framework within which to operate and concrete tasks to work on within that framework.

Commissioner Kelley is suggesting the following framework. After each item, I have indicated how your current direction may give you answers to the pieces of this planning puzzle.

I. Vision Statement

II. Mission Statement (Resolution 91-126) (Board can revisit this at the next retreat)

III. Strategy - how to accomplish the Vision and Mission

A. Inventory (Board will see through the program budget)

B. Cost analyze existing services (Board will begin to see through program budget. Will need to refine measurements to ensure this information will be there in future years)

C. Identify trends, political, social and cultural changes (Board can incorporate as part of Departmental Policy Development Plans)

D. Identify deficiencies, duplications, redundancies (Board can assign staff to review current state of intergovernmental cooperation and identify opportunities)

E. Identify and prioritize critical needs (Board should see this on a Departmental basis through the Policy Development Plans)

F. Identify opportunities and funding sources (Board should see in the Policy Development Plans and during the budget discussions)

G. Establish benchmarks, evaluation guidelines (Board will begin to see as part of program budgeting. May need some staff work to help make consistent. Will need new or reprioritized resources to implement within departments.)

After developing and following Policy Development Plans for a few months and going through the budget cycle, the Board should be in a good position to start doing some critical, long range thinking. By May or June, we could start thinking about making or ratifying decisions which will set the county priorities for the next few years.

0014F

February 4, 1993

To: Board of County Commissioners  
Department Managers  
Elected Officials  
From: Bill Farver *BF*  
Re: RETREAT UPDATE

At its February 3 worksession, the Board and I clarified the expectations for the February 8 retreat.

1. The retreat is designed to provide time for an overview discussion of the major issues facing the county in advance of budget hearings. Issues will be identified for future worksessions and inclusion in policy development plans. No decisions are expected.

2. Contrary to an earlier Oregonian article, no budget decisions will be made.

3. Time and place have not changed.  
Monday, February 8, from 9 a.m. to 3 p.m.  
Expo Center (lunch provided)  
Bill and Hank will facilitate  
Department Managers are invited.

4. For your preparation, please review the enclosed critical issues lists. (previously circulated) The major difference is the inclusion of policy development plans for some parts of the Department of Social Services. I understand that most Commissioners and Department Managers will come to the Monday retreat with some elaboration of those critical issues lists (i.e. goal statements, draft policy development plans, etc.). However, there is no expectation that the Board will be approving policy plans at this meeting. Different formats are inevitable given the time crunch that both the Board and Department Managers are under at this pre-budget time.

5. The schedule has not changed:

9:00 Public Safety  
10:00 Health  
10:45 Social Services  
11:30 Library

12:15 - 1:00 Lunch

1:00 Environmental Services  
1:45 Non Dept. and Management Support  
2:30 Summary and Evaluation

6. While both the program budgeting and the policy development plans can form the basis for a larger, long term planning process, the Board will not consider a countywide long term planning process at this meeting. Commissioners and Managers are welcome to highlight long term issues, but the overall process will be considered following this spring's budget process.



**PUBLIC SAFETY**

M E M O R A N D U M

TO: Board of Commissioners

FROM: Commissioner Sharron Kelley

RE: Public Safety Policy Development Plan

DATE: February 4, 1993

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I. Role of District Four Office

As the Board liaison for public safety, my office will as its policy development plan -- in cooperation with the Sheriff, District Attorney, the Department of Community Corrections, the Public Safety Council, and the Community Corrections Advisory Committee -- commence a strategic planning effort for public safety with the specific goal of producing strategic plans for public safety. As an example of this approach, we can start with the following seven Oregon benchmarks whose achievement would be part of the vision and mission for the plan.

Strategic Goal: Development of a strategic plan for public safety which includes all local governments in Multnomah County.

Strategic Goal: Reduce the average rate of reincarceration within three years of paroled offenders to 20 percent by the year 2000 and 15 percent by the year 2010 .

Strategic Goal: Reduce by the year 2000 the incidence of hate crimes [reported crimes against people or property motivated by prejudice] to 2 per 100,000 county residents.

Strategic Goal: Reduce index crimes in Multnomah County (willful murder, aggravated assault, burglary, larceny, motor vehicle theft, arson) to 32 per 1000 residents by the year 2000 and 24 by the year 2010.

Strategic Goal: Reduce non-index crimes in Multnomah County (e.g., negligent homicide, kidnapping, simple assault,

forgery, fraud, vandalism, weapon laws, drug and liquor laws, prostitution) to 36 per 1000 residents overall by the year 2000 and 28 by the year 2010.

Strategic Goal: Reduce drug crimes in Multnomah County to 2.6 per 1000 residents by the year 2000 and 2.0 by the year 2010.

Strategic Goal: Reduce juvenile <sup>crimes</sup> ~~arrests~~ in Multnomah County per 1000 juveniles to 20 in the year 2000 and 10 in the year 2010.

\*The planning process would start with an inventory of current programs, which is largely in place through the efforts of Public Safety 2000, the Governor's Task Force, and the Joint City-County Meetings.

\*A cost analysis of county programs will be done as part of program budgeting. Other jurisdictions would be encouraged to participate through the Public Safety Council.

\*Trends, political and social changes would be reviewed. Some are noted in the draft policy development plans submitted to the Board by the Sheriff, District Attorney, and Community Corrections. These may be reviewed by the Public Safety Council and Community Corrections Advisory Committee.

\*Identify deficiencies, duplications, redundancies in consultation with the department, the Public Safety Council, and the Community Corrections Advisory Committee.

\*Identify and rank critical needs in consultation with the department, the Public Safety Council, and the Community Corrections Advisory Committee.

\*Review benchmarks and establish evaluation guidelines. This will happen in part through program budgeting. The Public Safety Council may also play a role.

\*Draft and circulate a plan. Revise and improve as needed.

The Sheriff, District Attorney, and Department of Community Corrections will assist Commissioner Kelley in the development of this plan as well as addressing the policy and budget issues facing them in the near-term as follows.

## II. District Attorney

\*Family Justice - Domestic Violence, Child Abuse

(MDT), Juvenile Felony Crime

- \*Neighborhood District Attorney Program
- \*Property/White Collar Crime
- \*Criminal Environmental Enforcement Program
- \*Office Space Planning

III. Sheriff

- \*Change in Radio System
- \*Multi-Agency Task Forces - Child Abuse (MDT), FBI Warrants Task, FBI Auto Theft Task Force
- \*Court Services and Courthouse Security
- \*Jail Levy
- \*DUII Project
- \*Consolidation

IV. Community Corrections

- \*Implementation of parole and probation revocation guidelines
- \*Adding intermediate sanctions, day reporting center
- \*Federally funded literacy program
- \*Increased workload with decreasing resources
- \*Management information system - management oversight, needs assessment, case management, outcome evaluation
- \*Telephone system improvement
- \*Integrated service districts
- \*Neighborhood Safety Action teams
- \*Integrated supervision and treatment for target populations - substance abusers, sex offender, gangs, parole transition, mentally ill, domestic violence, female offenders



# Multnomah County Sheriff's Office

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

BOB SKIPPER  
SHERIFF

(503) 255-3600

## MEMORANDUM

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TO: BILL FARVER  
Board Staff Coordinator

cc: Bob Skipper, Sheriff  
Steve Tillinghast, Chief Deputy Services Branch  
Randy Amundson, Chief Deputy Enforcement Branch  
John Schweitzer, Chief Deputy Corrections Branch

FROM: LARRY AAB, *Larry AAB*  
Fiscal Manager

DATE: January 8, 1993

SUBJECT: CRITICAL ISSUES INVOLVING THE SHERIFF'S OFFICE

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On Wednesday, January 6, 1993, I met with the Sheriff and the Chief Deputies regarding issues they regarded as critical to the Sheriff's Office. Following is a list of those issues in no specific order:

1. **Change in Radio System** - Fiscal Year 1993 marks the beginning of a conversion by the Bureau of Emergency Communications to an 800 Megahertz system. The conversion will take place over the course of 2 - 5 years. This will eventually make our entire radio system obsolete. About two years ago the City of Portland obtained a favorable vote on a serial levy to do the replacement. Unfortunately Multnomah County and the East County Cities were not included or asked to participate in the levy.

The first phase of the conversion will begin in late calendar year 1993. This is a conversion to Mobile Digital Terminals (MDT's). MDT's are computer terminals in each car which sends and receives calls to and from officers on the road without voice dispatch. It also allows officers to perform status checks such as wanted checks and drivers license status without going through a dispatcher. The result of this will be the elimination of a dispatcher in BOEC which will compel us to use the MDT's. The purchase and training for these will be about \$500,000. I anticipate using third party financing for this cost.

The second phase of the conversion will be the 800 Mhz. Computer Assisted Dispatch system. This will be implemented in the next 2-5 years. Our plan is to use current radios as long as possible and replace them with 800 Mhz. on a phase in schedule. We will schedule a board briefing as soon as we have better information on cost and time tables.

Of a more immediate need is addressing the impending OSHA citation relevant to the current radio system. As you are aware we must find an alternative to the radio system when deputies are in blackout areas of the county. We believe that the use of cellular telephones may be a satisfactory solution. We will present this to the Board as the issue develops.

2. **Multi-Disciplinary Team (MDT) and other Multi Agency Task Forces** - The MDT is a multi-agency effort to investigate child abuse. Trends indicate that families of child abuse victims are often transitory. A multi-agency approach to investigation of this activity allows better coordination of investigation and a more efficient allocation of resources. The Sheriff's Office has been requested to participate with a Sergeant and 2 Deputies. This has been submitted as a contingency request for the January 19 board meeting.

Other agency task forces we would like to participate in include the FBI Warrants Task Force and the FBI Auto Theft Task Force.

3. **Court Services Staffing** - The staffing of this portion has reached unmanageable proportions. The addition of two new court rooms will further exacerbate the problem. We have requested an additional 6 Deputies as a contingency request for the January 19 board meeting. (See attached memo from Major Thacker to Sheriff Skipper)

An additional issue related to court services staffing is the growing increase in court services at the Donald E. Long Home. We currently have one deputy covering two court rooms. It is my understanding that two additional court rooms will be added in the new facility. Security will not be able to be maintained under the current staffing level.

4. **General Court House Security** - Companion to the issue above is a growing concern by the Multnomah County judges of the overall security of the court house facility. Each time an incident happens anywhere in the country which involves violence in a court house this issue seems to arise again. We have gotten estimates on securing the facility in a similar fashion to the Federal Courthouse but have made no recent analysis. Expect this to be a continuing issue.
5. **Jail Levy** - While currently being addressed in the most reasonable way, we would like to see the Jail Levy be transferred into a permanent funding structure. Other issues relating to the levy and jail space in general include phasing out the discretionary jail beds leased to the US Marshal so they may be used for local prisoners, participation with Community Corrections in a work release center, and increases in intensive supervision programs.
6. **DUII Project** - State funding for the DUII Project expired September 30, 1992. While no layoffs were made due to filling through attrition, the duties which were formerly very intensive are now folded into the Patrol function. DUII remains a high priority with the Sheriff's Office and will continue to receive our high attention.
7. **Consolidation** - One of the highest priorities of the Sheriff's Office is a consolidation of public safety functions in Multnomah County. With the inception of Public Safety 2000 and the Governor's Task Force on Services, the Sheriff has publicly supported a general consolidation of public safety functions in Multnomah County. You have received volumes of information regarding this issue so restating it in this paper will serve no useful purpose. However, an issue of immediate concern still need addressing. The Sheriff remains concerned about the lack of staffing in the recently annexed areas of East Portland. We continue to receive reports that East Precinct Districts are merely extended eastward into newly annexed areas and some districts extend for 62nd to the eastern city limits. This is not the level of service which was promised to these residents and created an unacceptable danger to this portion of the community.

I have encouraged Mayor Katz to immediately reexamine the patrol swap until this staffing issue can be resolved. This will provide a short term solution until consolidation issues can be examined and the complete justice system process evaluated.



# Multnomah County Sheriff's Office

ROBERT G. SKIPPER  
SHERIFF

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

(503) 255-3600

## MEMORANDUM

TO: ROBERT SKIPPER, SHERIFF

VIA: JOHN SCHWEITZER, CHIEF DEPUTY

FROM: MAJOR JAMES THACKER *J. Thacker*

DATE: December 29, 1992

SUBJECT: REQUEST FOR ADDITIONAL DEPUTY SHERIFFS FOR COURT SERVICES UNIT

### SUMMARY:

Request that six (6) additional deputies be assigned to Court Services Unit, Support Division, Corrections Branch as soon as possible to deal with the ever expanding workload and the opening of two new courtrooms.

### DISCUSSION OF REQUEST:

We are forced to make this request at this time due to two factors which are having and will have a negative impact on the ability of the Court Services Unit to fulfill it's basic mission of escorting and guarding in-custody inmates to and from court.

The first factor is the opening of two new Circuit Court rooms on the sixth floor of the Courthouse sometime in January of 1993. It is our understanding that these court rooms will be assigned to the Chief Criminal Judge and the Senior Trial Judge. Not only will having two additional courtrooms to service severely strain an already over taxed unit, but with the location on the sixth floor we have no direct access to the floor from the jail elevator. On that floor the elevator access is located in the center of the District Attorneys office. This means that all prisoners appearing in the new court rooms will exit the elevator on the fifth floor and be walked up to the sixth. We will have to increase the escort by at least one deputy (ie if one deputy is normally required two have to be assigned to the escort, etc.).

The second factor is one of long standing in that the work load has



PAGE 2 MEMO TO SHERIFF SKIPPER

increased from 2,637 prisoners in 1984 to 11,899 in 1992, over 450% times while the personnel has been almost flat line. This workload problem is best pointed out by the fact that during a random 90 day period in 1992 there were 158 recorded instances where the Court Guards were unable to deliver an inmate to the calling court for periods of times of up to fifteen minutes or more. During this spot sample of 90 days the length of wait time ranged by date from none to a high of 16 on the ninth of September.

It is interesting to note that in one day in January 1992 the docket set a new high of 77 inmates. Then in October a new record high of 90 inmates was recorded, which is still the high to this point of time.

To deal with the combination of high workload and minimum staffing the Unit has been required to hire overtime deputies from the Enforcement Branch and too hire retired deputies. During the period from December 14, 1991 to December 11, 1992, 732.5 overtime hours were hired at an approximate cost of \$31,500.00 and during the same time retired deputies were hired 1,762.5 hours at an approximate cost of \$25,100.00. The combined total cost of these two actions was \$56,600.00. Even with the overtime and retired hiring we still were not able to have prisoner in court in a timely manner as discussed above.

REQUEST:

In light of the above information I am requesting the additional assignment of six (6) deputy sheriffs to the Court Services Unit as soon as possible. Four of the requested deputies are in response to the workload factor and two to deal with the new courtrooms.

CSFY93-4(2)



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY CORRECTIONS  
421 S.W. 5TH, SUITE 600  
PORTLAND, OREGON 97204  
(503) 248-3701  
FAX (503) 248-3990

GLADYS McCOY  
COUNTY CHAIR

## MEMORANDUM

TO: Bill Farver  
Board Staff Coordinator

FROM: Tamara Holden, Director *MTM / by cutt*  
Department of Community Corrections

SUBJECT: Critical Issues List

DATE: January 8, 1993

The following issues will present challenges and opportunities for our Department in the months ahead:

1. Implementation of both parole and probation revocation guidelines.
2. Development of additional intermediate sanctions, including a day reporting center.
3. Implementation of our new, federally funded literacy program.
4. Managing an increasing workload with decreasing resources. This is likely to remain a problem even if the Legislative Session approves new revenue and workload restructuring measures for community corrections.
5. Development of M.I.S., linked to state system, to assist our Department with:
  - management oversight
  - case management
  - needs assessment
  - outcome evaluation
6. Resolution of telephone system problems.

7. Providing services consistent with county-wide plans for integrating service delivery through service districts. This will require us to locate suitable facilities for district offices.
8. Cooperating with other law enforcement and social service agencies to develop neighborhood safety action teams.
9. Development of integrated supervision and treatment initiatives for target populations:
  - substance abusers
  - sex offenders
  - gangs
  - parole transition
  - mentally ill
  - domestic violence
  - female offenders

We appreciate your assistance as our Department works on these issues. Many of them are related. We will be involved in all of these areas simultaneously, monitoring internal and external environments to assure that we are making progress toward our objectives.



MICHAEL D. SCHRUNK, District Attorney for Multnomah County  
600 County Courthouse • Portland, Oregon 97204 • (503) 248-3162

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## **CRITICAL ISSUES**

The District Attorney's Office has identified the following as major critical issues for 1993:

### **FAMILY JUSTICE**

There are three areas of particular concern around family justice issues. These are:

- o Domestic Violence. In June, 1992, a deferred prosecution program was put in place. Eligible defendants, charged with crimes of domestic violence, can enter a six month treatment program and are supervised by Dept. of Community Corrections probation officers who specialize in these kinds of cases. The first successful graduates of the program are now completing treatment and their criminal charges are being dropped. Continuation of this aggressive prosecution, supervision and treatment project is important.
- o MDT. The Multidisciplinary Child Abuse Team (MDT), composed of prosecutors, child and health care professionals, law enforcement, and school personnel, meets regularly to review all reports of child abuse within Multnomah County. They develop case plans for each child victim and ensure that all involved individuals are aware of actions being taken on behalf of the child. In 1992, 4,996 cases of abuse or neglect involving 7,181 children were reviewed and acted on by MDT. An intergovernmental agreement for a multi-jurisdictional task force of law enforcement personnel to provide timely investigation of all cases of alleged child abuse was also put in place. Continued attention on coordinated investigations, prosecutions, and planning for abused and neglected children in this community is essential.

- o Juvenile Felony Crime. The increases in seriousness and levels of violence of crimes committed by juveniles are evident in the number of charges of assaults, sodomies, burglaries, murder, attempt murder and manslaughter. There are different issues involved in dealing with juvenile offenders and different options or combination of options that can address these issues. The issue of the juvenile facility itself, the detention of juveniles, the consideration of legislative changes regarding juvenile offenders involved in the most serious crimes, are some of the issues requiring attention in order to develop a comprehensive plan around juvenile offenders.

#### **NEIGHBORHOOD DISTRICT ATTORNEY PROGRAM**

The focus of this program is improving the "quality of life" within neighborhoods in Multnomah County. A prosecutor, located in a designated geographic area, works with neighborhood and business groups and community policing units to reduce "maintenance and order" crimes. Without any additional resources the prosecutor focuses on developing long term solutions to local public safety problems by consolidating and redirecting existing neighborhood assets. Three areas within Multnomah County are currently covered; the Lloyd Center/Holladay District, the King/St. John's neighborhoods and the Central Business District. Extending this resource to other areas is desirable.

#### **PROPERTY/WHITE COLLAR CRIME**

Property crimes such as auto theft, forgery, embezzlement, and small and large scale fraud require time consuming and labor intensive investigations and prosecutions. Because of the scope of violent crime in the community most of the office resources are dedicated to those offenses. This diminishes the ability to spend any kind of significant time on non-violent property offenses. The concern is that an inappropriate level of tolerance is being fostered by the lack of attention to the property/white collar crimes and that the lack of sanctions for property offenders will embolden others, worsening an already problematic situation.

## HEALTH



# MULTNOMAH COUNTY OREGON



HEALTH DEPARTMENT  
426 S.W. STARK STREET, 8TH FLOOR  
PORTLAND, OREGON 97204-2394  
(503) 248-3674  
FAX (503) 248-3676  
TDD (503) 248-3816

BOARD OF COUNTY COMMISSIONERS  
GLADYS McCOY • CHAIR OF THE BOARD  
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
RICK BAUMAN • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MULTNOMAH COUNTY HEALTH DEPARTMENT 1993 CRITICAL ISSUES

### \* MEDICAL AND DENTAL CARE FOR INDIGENT RESIDENTS

Multnomah County is the major provider of outpatient medical and dental care for indigent residents. However, available resources fall far short of meeting needs. A number of potential significant state and/or federal health care policy changes are on the horizon (e.g., Oregon Health Plan). Over the next couple of years, we need to review and chart Multnomah County's future role in medical care in the context of identifiable trends.

### \* HIV/AIDS

A continued priority for the County must be competent and aggressive efforts to stem the tide of the HIV/AIDS epidemic. State general fund reductions for this program are included in the Governor's base budget.

### \* REFUGEE HEALTH SERVICES

Multnomah County is responsible for public health screening and follow up for refugees, and is the sole provider of primary health care for refugees during first months of residency. These services are financed primarily by federal dollars funnelled via the state. Repetitive proposals occur to drastically reduce and/or eliminate these funds.

### \* SCHOOL BASED CLINICS

Multnomah County operates seven school based clinics in local high schools. The Board has, on several occasions, reiterated its goal of establishing school based clinics in all high schools and middle schools. This effort has been stalled by Measure 5.

An outstanding policy issue (which our BCC has previously endorsed) is our desire/need to dispense contraceptives on site. Hopefully, school administrative and school board support will permit this progress during 1993.

### \* EMERGENCY MEDICAL SERVICES

1993 is the year in which Multnomah County needs to successfully draw to closure decisions regarding our EMS system.

Health Department  
1993 Critical Issues

★ MEDICAL EXAMINER

The medical examiner system in Oregon has historically been funded by the State of Oregon and local governments. Most of the state general funds in this program are not included in the Governor's base budget for the 1993-95 biennium. If these funds are not restored, there will be pressure on Counties to increase financial support. Multnomah County needs to aggressively "counter" this proposal during the 1993 legislative session.

★ FACILITIES

Progress needs to occur during 1993 to upgrade and improve selected County Health Center facilities dedicated to service delivery.

-The NE Walnut Park Building, which houses the NE Health Center will be purchased by the County per 12/92 Board action. Funds secured will permit modest renovation and improvements in client service areas.

-The Westside/JK Gill building will be fully occupied by the Health Department by summer, 1993. We need to develop strategies for financing badly needed improvements to the building. This would include developing clinical space on the main floor--which was formerly occupied by the JK Gill store, and is now vacant. Clinical services (TB, STD, HIV and Primary Care) provided at this westside site are on two floors which are very overcrowded, and thus less efficient than is possible. Further, the TB and HIV clinics are on the same floor--which is inconsistent with current medical concerns regarding ideal infection control.

-For several years, the County has been exploring options for expanding the North Portland Health Center located at Columbia Villa. Since this facility is property of the Housing Authority of Portland, the County has been unable to "borrow" funds for the project. Staff continue to search for feasible options to present to the Board. The current facility has been cramped for several years, and requires separation of client services which would preferably be co-housed and/or integrated (e.g., WIC; field services).

★ TRANSLATION AND INTERPRETATION SERVICES

A growing percentage of Health Department clients are non-English speaking. During this past year, 25% of client visits were "interpreted." As we try to respond to client needs for interpreted interactions and translated written materials, it is clear that our systems and policies are not adequate to be simultaneously responsive and cost-effective. A priority for 1993 is to make substantive progress in this arena.



Health Department  
1993 Critical Issues

\* CULTURAL DIVERSITY

The diversity of the Health Department's client population is increasing. We have recognized the need for increasing the diversity and cultural competency of our staff and agency. This effort will require constant attention and priority in areas such as recruitment and training.

## BEGINNING DRAFT

2/93

### MULTNOMAH COUNTY HEALTH DEPARTMENT 1993 CRITICAL ISSUES

#### MEDICAL AND DENTAL CARE FOR INDIGENT RESIDENTS

Goal: To assure access to needed health care for all Multnomah County residents.

#### Factors Impacting Goal:

- \* Multnomah County is current major provider of outpatient medical and dental care for indigent residents.
- \* Current resources for indigent health care fall far short of need/demand.
- \* Trends in health care systems and financing which seem to be stabilizing include 1) managed care/managed competition; 2) capitated payments rather than fees for service; and 3) emphasis on primary care and preventive services.

#### Process/Action Steps:

- \* Monitor national and state health care delivery and financing policy shifts.
- \* Continue dialogue/collaboration with major providers of health care in this region.
- \* Continue to highlight the issue that there will still be a large number (30-40,000) of poor persons without health care coverage, even if the Oregon Health Plan is implemented.
- \* Continue to pursue the multiple funding sources necessary to maintain an adequate primary care delivery system for those clients without access to ongoing preventive and primary care.
- \* Continue as an active member of Coalition of Local Health Officials (CLHO) and Oregon Primary Care Association (OPCA) to assure adequate funding for "safety net" Primary Care Centers, Migrant Health Centers and Homeless Health Care Centers as "FQHC's" (Federally Qualified Health Centers).
- \* Support appropriate legislation requiring payment for basic public health services by Medicaid Managed Care Providers, e.g., SB 760.

BEGINNING DRAFT

2/93

MULTNOMAH COUNTY HEALTH DEPARTMENT  
1993 CRITICAL ISSUES

EMERGENCY MEDICAL SERVICES (EMS)

Goal: To assure access to high-quality, organizationally stable Emergency Medical Services for all Multnomah County residents.

Factors Impacting Goal:

- \* The County has a statutory responsibility to plan for and coordinate Emergency Medical Services within the county.
- \* Like other sectors of the health care market, EMS will likely be stressed and destabilized by future cost control initiatives.
- \* The many parties involved in EMS delivery and financing have divergent organizational goals and perspectives on most aspects of the EMS system.

Process/Action Steps:

- \* Continue the Department's ongoing planning process and bring it to closure by April 1993.
- \* Implement the system design arising from the planning process.

BEGINNING DRAFT

2/93

MULTNOMAH COUNTY HEALTH DEPARTMENT  
1993 CRITICAL ISSUES

MEDICAL EXAMINER

Goal: To continue to provide mandated death investigation services within the County, and to work toward equity in county and state funding for the overall program.

Factors Impacting Goal:

- \* County is mandated to provide local death investigation services.
- \* County ME program is co-located with state program and has traditionally provided subsidy to the state ME program.
- \* The state ME program faces substantial (c. 50%) budget cuts in the 93-95 biennium.

Process/Action Steps:

- \* Work with Oregon Health Division and State ME to ensure adequate funding for State components of program.
- \* Monitor legislative action on ME budget and other related areas.
- \* Work with legislature as necessary to protect County from increased service or financial mandates.

BEGINNING DRAFT

2/93

MULTNOMAH COUNTY HEALTH DEPARTMENT  
1993 CRITICAL ISSUES

FACILITIES IMPROVEMENT

Downtown/Westside

Goal: Remodel vacant first floor of J.K. Gill Building for clinical use.

Factors Impacting Goal:

- \* Must solve clinical crowding in the Gill Building.
- \* Must split HIV Clinic and TB Clinic for both disease prevention as well as growth in HIV caseload.
- \* Desirable to shift urgency care appointments to downtown locations where there are X-ray and lab facilities and excellent access by public transportation.

Process/Action Steps:

- \* General design has been completed.
- \* Continue to search for and secure funding (\$1,550,000) needed to proceed.

BEGINNING DRAFT

2/93

MULTNOMAH COUNTY HEALTH DEPARTMENT  
1993 CRITICAL ISSUES

FACILITIES IMPROVEMENT

North Portland

Goal: Remodel current space to improve access and efficiency over the current Housing Authority of Portland duplexes, located in Columbia Villa.

Factors Impacting Goal:

- \* Multnomah County must purchase land/buildings now occupied by the North Portland Clinic from Housing and Urban Development (HUD) for which the Housing Authority of Portland is the subcontractor.
- \* Propose County exchange tax title properties for value of Housing Authority property (approx. value \$150,000).
- \* Seek financing to remodel medical clinic, bring field nursing team into the Villa and shift dental capacity to North Portland.

Process/Action Steps:

- \* Work with Housing Authority of Portland on application to HUD for authority to grant a transfer of property.
- \* Seek financing authority for \$1,500,000 in Certificates of Participation.

BEGINNING DRAFT

2/93

MULTNOMAH COUNTY HEALTH DEPARTMENT  
1993 CRITICAL ISSUES

FACILITIES IMPROVEMENT

Northeast Health Center

Goal: Purchase NE Walnut Park Building.

Factors Impacting Goal:

- \* County currently occupies over 60% of the space in the building.
- \* There is a long history of county and state human services being located in this building because of its excellent location in the northeast community.
- \* The desired co-housing of services could be accomplished in this building.

Process/Action Steps:

- \* During March, 1993, return to present the Board with an update and a plan for occupancy of the building.
- \* By April 1, 1993, have closed the building purchase process and set in motion tenant improvement plans.

## BEGINNING DRAFT

2/93

### MULTNOMAH COUNTY HEALTH DEPARTMENT 1993 CRITICAL ISSUES

#### SCHOOL BASED HEALTH CENTERS

Goal: On site dispensing of all contraceptives.

Factors Impacting Goal:

- \* The initial Health Department School Based Clinic's Contract with Portland Public Schools contained language of an agreement to not dispense contraceptives on site. This contract language was deleted in 1991 when PPS agreed to allow condom dispensing but the unwritten agreement between the Health Department and PPS is that all contraceptives except condoms will be prescriptions only, no dispensing.
- \* The process of allowing condom dispensing asked for community input (survey conducted by PPS) and the topic was on the County Board Agenda. This issue received a great deal of media attention. Any process to add contraceptive dispensing on site would need to address community and media interest.
- \* Off site pick up of contraceptives present a serious access barrier for students. Health Department data from 1991 showed that one third of those students who had prescriptions for contraceptives did not pick them up.
- \* Two Multnomah County School Districts have SBHC's. Parkrose SBHC does not even dispense condoms. In July of 1992, new PPS administration, Jack Bierworth asked if we'd wait until January 1993 to explore full range dispensing with him.

Process Action Steps:

- \* Commissioner Tanya Collier and Jan Sinclair, Health Department, have and appointment with PPS Administrator, Jack Bierworth, to discuss this issue. Meeting will most likely occur before February 18, 1993.
- \* Need to initiate decisions with Parkrose.



BEGINNING DRAFT

2/93

MULTNOMAH COUNTY HEALTH DEPARTMENT  
1993 CRITICAL ISSUES

SCHOOL BASED HEALTH CENTERS

Goal: School Based Health Centers in all Multnomah County High Schools and Middle Schools

Factors Impacting Goal:

- \* There are currently six clinics in PPS High Schools and one clinic in the Parkrose School District. Plans for a clinic at Franklin High School and the alternative high schools were developed and ready for action when measure 5 came. All plans for expansion have been tabled since then.
- \* PPS would like us to have clinics in all their high schools. Franklin, Benson, Lincoln and Wilson do not currently have clinics.
- \* The Health Department would like to approach an East County School District again with the idea of a clinic. These include Centennial, David Douglas and Gresham.
- \* A subcommittee on health care from the Leader's Round table has been meeting for over a year now, searching for ways to increase access to health care for the middle school population. This committee has endorsed a plan to remodel Roosevelt SBHC, expanding it's capacity so families can receive primary care and staff can be outstationed part time in the clusters two middle schools. Currently there is no funding available for this in North Portland.
- \* The Integrated Service Team implementation at Roosevelt High School will be housed by and worked closely with our Roosevelt School Based Health Center staff.

Process/Action Steps:

- \* Continue to explore alternative revenue sources for SBHC expansion.
- \* Raise the issue of redistributing current resources and reduce or eliminate services in a high school ie., cut a clinic and add middle school services in North Portland.
- \* Discuss issue during Commissioner Collier meeting with PPS Superintendent Bierworth.

BEGINNING DRAFT

2/93

MULTNOMAH COUNTY HEALTH DEPARTMENT  
1993 CRITICAL ISSUES

REFUGEE HEALTH SERVICES

Goal: To provide initial health assessments and primary care services for all new refugees

Factors Impacting Goal:

- \* Proposals at the federal level (Office of Refugee Resettlement/ORR) for a private national health care broker could seriously reduce and/or eliminate our federal funds for refugee health care.
- \* Final decisions on the national proposals were not made prior to the new Clinton Administration and the new group will have to review activities and make decisions on direction.
- \* All of the refugee health care money is federal dollars.

Process/Action Steps:

- \* Monitor the progress at the federal level.
- \* Keep everyone well informed about the issues and implications.
- \* Identify issues and contingency plans for continued and/or altered service delivery.

## BEGINNING DRAFT

2/93

### MULTNOMAH COUNTY HEALTH DEPARTMENT 1993 CRITICAL ISSUES

#### HEALTH SERVICES TO NON-ENGLISH SPEAKING AND HEARING IMPAIRED RESIDENTS

Goal: To provide quality, culturally competent interpretation, translation and bilingual services in a cost effective manner.

#### Factors Impacting Goal:

- \* Refugee resettlement patterns and the influx of Spanish speakers have lead to the need for bilingual services for 1 out of 4 Health Department clients. This is 267 client appointments per day.
- \* Rapid growth rates in interpreted encounters have lead to overspending and over reliance upon on-call interpreter resources.

#### Process/ActionSteps:

- \* Targeted shifting from on-call to permanent interpreter positions to maximize efficiency, reduce turnover and optimize supervisory control.
- \* Enhance interpreter selection process and training to improve quality of service.
- \* Employment policy which will emphasize bilingual requirements for direct service positions.
- \* Selective marketing of interpreter/translation services to help offset costs.
- \* Technical assistance by Language Services to maximize effectiveness of interpreters in service sites.

## BEGINNING DRAFT

2/93

### MULTNOMAH COUNTY HEALTH DEPARTMENT 1993 CRITICAL ISSUES

#### HIV PROGRAM SERVICES

Goal: To minimize the spread of HIV/AIDS in Multnomah County.

#### Factors Impacting Goal:

- \* The majority of all HIV positive tests in the county came from Health Department clinics.
- \* Federal and State reductions in support for testing are likely to reduce testing capacity in County clinics by 65%.
- \* A State funded outreach worker and a health educator who works with the highest risk gay and bisexual men are slated to be cut.
- \* Education is still the best tool for reducing spread of the HIV virus.

#### Process/ActionSteps:

- \* Reduce HIV testing costs by use of an audio tape rather than one-to-one education.
- \* Reduce clinical hours available for testing.
- \* Eliminate walk-in testing.
- \* Continue to advocate for adequate testing resources.
- \* Work with community based organizations to maximize their outreach and education capability.
- \* Advocate for restoration of funds for education and outreach in gay bars, bath houses, adult bookstores and other areas where very high risk sex occurs.

## SOCIAL SERVICES

ISSUE SUMMARY  
MULTNOMAH COUNTY DEPARTMENT OF SOCIAL SERVICES  
January 29, 1993

Identified below are the major issues which we feel are confronting the Department of Social Services and its component Divisions:

Departmental

1. Continued development and implementation of the Multnomah County Integrated Human Services System

County goal - Implement an Integrated Human Service system for all County human services and in concert with State and local agencies and organizations.

Trends - Integrated services was a major national initiative in the 1970's which is experiencing a new national and local interest in the 1990's. There are various integrated service projects in our County including the State Service Integration pilot projects (2) and the Leaders' Roundtable 100% Graduation Initiative.

Steps to reach goal - Continue the development and implementation plan of the Multnomah County Integrated Human Services Planning Team.

2. Comprehensive children and youth planning

County goal - Develop a comprehensive planning system within Multnomah County which addresses the needs of children and youth within the County.

Trends - There is data and apparent consensus that more focus and resources should be directed toward children and their families. The State's Benchmarks has children and family issues as one of the urgent agendas for State government. Our Board of County Commissioners have identified children and families as a priority area. The Children's Care Team, Educational Service Districts, Portland City Police Family Service Unit, Leaders' Roundtable, and many others are examples of State and local activities in this area. What is missing is a way to bring all of the separate planning systems together into one comprehensive strategy.

Steps needed to reach goal

- a. Approve Ordinance expanding the constitution of the Community Children and Youth Services Commission (Board)
- b. Expand the role of the Community Children and Youth Services Commission to become the "lead convener" of all planning activities for children and youth (CCYSC and Department of Social Services).

- c. Involve the other Advisory Boards and Commissions within Multnomah County which services children in a direction of comprehensive planning (CCYSC, Advisory Board and Commission representatives)
  - d. Involve other community agencies and organizations which impact children to become involved in the comprehensive planning system (CCYSC, schools, Children's Service Division, Adult and Family Services, Police, Sheriff, others)
  - e. Integrate the comprehensive planning system with the Multnomah County Integrated Services System and the Multnomah County Youth Services Management Team (Integrated Human Services Management Team, Youth Services Management Team)
  - f. Approval of policy and/or budget implications of comprehensive planning system (Board)
3. National Health Care Reform and implications for mental health (Partners' Project), developmental disabilities, alcohol and drug and aging programs.

County goal - Respond to whatever National Health Care Reform and/or the Oregon Health Plan may present and evaluate and conceptualize the role of county in any new directions. One goal, for example, could be to position ourselves as a managed care entity for specific population groups which we have traditionally served.

Trends - One of the definite directions being discussed is moving in the direction of managed health care and capitation as primary instruments of health care reform.

Steps - The exact steps are difficult to identify at this point until there is clarity as to the direction of health care reform. The Partners' Project represents a model of a managed care, capitated system of mental health delivery in which the County is currently involved not only as a partner but also as the managed care entity.



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF SOCIAL SERVICES  
MENTAL HEALTH, YOUTH AND FAMILY SERVICES DIVISION  
ADMINISTRATIVE OFFICES  
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BOARD OF COUNTY COMMISSIONERS  
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## MEMORANDUM

TO: Gary Nakao, Director  
Department of Social Services

FROM: Gary Smith, Director *GS*  
Mental Health, Youth and Family Services Division

DATE: February 3, 1993

SUBJECT: MHYFSD Policy Development Plans

### MENTAL HEALTH, YOUTH AND FAMILY SERVICES DIVISION

#### Policy Development Plans 1993

#### 1. STATE HOSPITAL UTILIZATION

##### A. County Goal:

To have Multnomah County residents occupying no more than the number of beds allocated to our county by the Intergovernmental agreement between County and State.

##### B. Trends:

- (1) Consumer Movement: There is a very active mental health consumer movement that has shown an interest in downsizing the state hospital system and replacing it with less restrictive community programming.
- (2) Consumer Family Movement: There is also a very active mental health consumer family movement that is working towards more services in the community but seems to be less interested in the downsizing of the state hospital system than the consumer movement.
- (3) Health Care Financial Community: There is a definite trend in the health care financial community to utilize inpatient services to a lesser degree.
- (4) Academic Research: The bulk of the academic research of late is tending to support the fact that mental health treatment may best be done in community based setting rather than inpatient units.



- (5) Lack of New Funding: The lack of new funding to keep pace with the growing population of mental health consumers will have a significant impact on the ability to provide community options for persons in the state hospital.

C. Steps needed to reach that goal:

- (1) Develop a comprehensive County Mental Health Plan, approved by the Mental Health Advisory Committee and based on system design work of the MED Advisory Council, that incorporates the state's allocations both of hospital beds and community funds (MED staff, contractors, consumers and general public).
- (2) Endorse proposed County Mental Health Plan by the Mental Health Authority (Board of County Commissioners).
- (3) Design programs that will allow implementation of County Mental Health Plan (MED staff, contractors, consumers, advocates and general public).
- (4) Monitor programs for desired outcomes (MED staff).

2. MED TASK FORCE REPORT

A. County Goal:

Continue the implementation of the recommendations made by the Task Force and endorsed by the Board of Commissioners.

B. Trends:

Listed below are four current trends which could dramatically restructure the MED system in Multnomah County (as identified in the April 1992 MED Task Force Report).

- (1) Measure Five: The MED Program Office will need to closely monitor proposed cuts, inform the Board of Commissioners of their potential impact, and plan for their effect.
- (2) State Department of Human Resources Reorganization: The State's interest in the creation of planning service districts, distributing funds to counties through block grants, and having counties assume responsibilities previously held by the State will have far reaching implications.
- (3) Oregon Basic Health Plan: Under such a model of health care delivery, treatment for certain disorders would be reimbursable while others would not. This model would call into question current contract agreements since services would be reimbursable on a case by case basis rather than on a program basis.
- (4) Managed Care: This concept has been adopted in major cities throughout the United States and is gaining in popularity as we enter the 90's. The central notion of managed care involves the development and management of a comprehensive system of care which caters to the individual consumer, a system uniquely different from the one we currently have.

C. Steps needed to reach that goal:

- (1a) Evaluate and clarify staff roles and lines of authority documented by decision flow charts (MED Manager and MHYFSD Deputy Director).
- (1b) Prepare an annual systems update report (MED staff and contractors).
- (2a) Develop a mental health system design plan (MED Manager, Mental Health Advisory Committee, MED Advisory Council, Facilitator).
- (2b) Establish a committee composed of MED Program staff and contractors to meet monthly to address day-to-day problem issues (MED Manager, MHYFSD Director, contractors).
- (3a) Assign a single MED liaison to each contractor (MED Manager and staff).
- (3b) Base contract performance standards on the system design (MED Manager and staff).
- (3c) Develop a basis for selection of contractors (MED Manager and MHYFSD Administration).
- (4) Monitor commitment discharge planning and involuntary commitment investigation functions and resources that have been transferred to the County (MED Manager and MHYFSD Deputy Director).

3. PERFORMANCE BASED CONTRACTING

A. County Goal:

Implementation of Performance Based Contracting for the Mental and Emotional Disabilities Contracts.

B. Trends:

- (1) Consumer Movement: There is a very active mental health consumer movement that feels performance based contracting is more user/client friendly.
- (2) Evaluation Research: Evaluation research of late indicates that performance based contracting is more accountable to the clients being served and that it is easier to track the flow of dollars.

C. Steps needed to reach that goal:

- (1) Train staff in the principles and application of performance based contracting (MED Manager and MED Staff).
- (2) Develop contracts which include outcomes and evaluation formats and performance based criteria (MED Staff).
- (3) Review draft contracts with Mental and Emotional Disabilities Advisory Council (MEDAC and MED Manager).
- (4) Negotiate contracts with MED providers of services (MED Manager and Staff).
- (5) Finalize MED performance based contracts (MED Staff).
- (6) Approve MED performance based contracts (Board of County Commissioners).
- (7) Implement and monitor MED contracts based on criteria developed within contracts (MED Staff).

4. MEDICAID POLICY

A. County Goal:

To effectively and efficiently manage a comprehensive, multiple-provider system of mental health, alcohol and drug services to serve clients who are eligible for Medicaid reimbursement.

B. Trends:

- (1) Medicaid Reimbursement: Mental health, alcohol and drug abuse treatment services are increasingly being paid for through Medicaid reimbursement. This reimbursement is paid to providers who are under contract as performing providers to Multnomah County. The County operates as an "umbrella" organization known as a Comprehensive Service Provider.
- (2) Medicaid Eligibility: Individuals with Medicaid eligibility increasingly attempt to access covered treatment services through this performing provider network. It is a federal requirement of the Medicaid program that eligible individuals are to receive covered services at least to the extent that other individuals with independent resources in the same community are able to access services. Thus, limiting access to treatment by having insufficient treatment providers who can deliver the treatment is contrary to federal requirements. Waiting lists for clients to be accepted into treatment is a clear indicator of insufficient treatment resources.

- (3) Managed Care Organizations: Delivery of mental health and alcohol and drug abuse treatment is increasingly being managed by external managed care organizations which provide oversight of clinical necessity and appropriateness of the treatment provided. Medicaid funded mental health and alcohol and drug abuse treatment have not been provided such oversight. Oversight is a potential role for Multnomah County as the comprehensive service provider, as is limitation of the number of contractors and greater selectivity in choosing qualified contractors.
- (4) Oregon Health Plan: Implementation of the Oregon Health Plan and inclusion of mental health and alcohol and drug abuse treatment within the plan would be likely to fundamentally change the comprehensive service provider/performing provider delivery system currently in place and could significantly impact the County responsibility for the service system.

C. Steps needed to reach that goal:

- (1) Clarify County Counsel's preliminary legal opinion of County Mental Health Authority responsibility in planning and administering the Medicaid system in Multnomah County (MHYFSD Managers and County Counsel).
- (2) Determine number of contractors who should be part of the comprehensive service provider network (MHYFSD Managers).
- (3) Develop a contractor selection procedure either based solely upon determining that contractors meet required standards or based upon competition among the qualified contractors to select the best, up to the optimal number (MHYFSD Managers).
- (4) Determine the administrative cost of establishing and managing the provider network and develop a mechanism for recovery of these costs (MHYFSD Administration).
- (5) Obtain agreement from the State Mental Health Division, Alcohol and Drug Program Office, and Office of Medical Assistance Programs about the policies and procedures developed (MHYFSD Managers).
- (6) Implement the policies and procedures in the establishment of the performing provider network (MHYFSD Managers and contractors).



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES  
AGING SERVICES DIVISION  
AREA AGENCY ON AGING  
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BOARD OF COUNTY COMMISSIONERS  
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SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: Gary Nakao, Director  
Department of Social Services

FROM: Jim McConnell, Director  
Aging Services Division *Jim McConnell*

RE: Critical Issues

DATE: February 3, 1993

=====

Attached is ADS's "Critical Issues list and analysis". Please note that I have added Protective Services. You may recall that I had the mistaken impression that Divisions were limited to three issues and did not list our fourth priority viz Protective Services. The attachment corrects that error and includes analysis of the Protective Services issue.

Multnomah County Aging Services Division  
Priority Issues for 1993  
January 5, 1992

1. **Maintain essential elements of the Aging Services system under fiscal constraints of Measure 5, i.e.:**

- a single agency in Multnomah County combining all County, City of Portland, State and Federal funds to provide services to the elderly.
- coordinated continuum of services from information and referral through to nursing home placement.
- a case management system to assure client advocacy, timely interventions, placements and services appropriate to needs.
- mix and match of County, City, State, Federal and private funds to assure services coordination, full use of available resources and efficient and effective government programs.
- on-going positive partnerships with community providers to make the most efficient use of community resources for the elderly.
- viable, meaningful citizen involvement through a partnership with the Portland/Multnomah Commission on Aging.
- easy access to services through Senior Service Centers acting as district focal points in eight locations throughout the County.
- regulation of 600 Adult Care Homes to assure availability of alternatives to nursing homes.
- focus on the most vulnerable elderly through the Public Guardian Program and 24-hour, seven days per week Protective Services Response System.

The Multnomah County Aging Services system is not replicated anywhere else in the country. The key to success of the system is the ability to combine the State/Federal Medicaid Long Term Care system with community services. The ASD system maintains elderly people in their own homes or in adult foster homes using a wide range of community services and resources. Budget cuts hit community services first, thus forcing more people towards nursing home care as a last resort.

2. **Adult Care Home Licensing.** Under a County ordinance, ASD licenses all homes providing room, board and care to elderly and other populations living in homes not regulated by any other jurisdiction. State law requires similar regulation but is not as broad. The State allows Clackamas and Multnomah to regulate these homes under the County ordinances.

The State does not adequately fund the licensing function. The licensing function in Multnomah County would be woefully inadequate under the State. Multnomah County subsidizes the licensing function at ASD. Even then, the phenomenal growth in the adult care home industry in Multnomah County (600 homes were licensed in 1992) is stretching the resources of the program.

ASD is developing a proposal to increase licensing fees from the current \$20 per bed per year just to keep up with the workload. Other suggestions for the increased fees include:

- Charge the providers the full cost of the licensing and other regulatory functions. This could raise the per bed fee to \$200 per year which is prohibitive for the vast majority of providers.
- Charge full cost to providers not accepting Medicaid clients. Probably all providers would seek Medicaid contracts under this arrangement with some still not actually taking Medicaid clients.
- Charge sufficient to allow the County to reduce its subsidy to the program by the some amount.

This issue will be reviewed with the Adult Housing Advisory Committee in January, 1993. A recommendation will be forwarded to the Department of Social Services, possibly as part of the ASD budget plan for FY1993-94.

- 3) **Development of East County Senior Center.** This really refers to mid-county. For at least three years, Aging Services Division has worked with seniors, the PMCoA, community leaders, etc. to stimulate interest in programs for the elderly in mid and east county. The interest is strong. The seniors have developed a small Senior Center in a building that co-houses ASD's Branch Office. PMCoA has a fund-raising task force that is targeting the Mid-County Senior Center development. The City of Portland Parks Bureau is supportive.

All who are involved recognize the fiscal constraints under Measure 5. However, this issue is gaining momentum and the community is looking to Aging Services Division and the County in general for leadership.

One possible option is to tie the development of a senior center to the building of a new branch library in Mid-County.

4. **Elderly Protective Services.** Reports of abuse, neglect and exploitation of older people have increased 300% over the past five years. Under the state contract, Multnomah County Aging Services Division is required to investigate all such reports and submit the findings to State Senior and Disabled Services Division. The state allocations for elderly protective services to ASD have not kept pace with increased reporting. In addition, staff and senior advocates find that simply investigating and reporting are not enough to address this critical issue. Intensive assessment, often intervention and follow-up are crucial to assure proper safety and care for "at-risk" seniors. This whole area of elder abuse is the most neglected aspect of elder care.

**AGING SERVICES DIVISION  
CRITICAL ISSUE**

**ADULT CARE HOME LICENSING (ACHL)**

- A. County Goal:** To establish a more equitable licensing fee structure to offset the rising costs of licensing and monitoring this growth industry.
- B. Trends:**
- The growth in the adult care home industry has shown a 58% increase in the four year period since December, 1988.
  - State law has changed significantly introducing a three-level licensing requirement with additional monitoring and reporting requirements.
  - There have been no staff increases during this period, resulting in decreased ability to effectively monitor and take corrective action.
  - While provider revenues have increased since the inception of licensing in 1984, the licensing fee of \$20 per bed has not been increased.
- C. Steps Needed to Reach Goal:**
- Through consultation with the ACHL Advisory Committee, develop a more equitable fee structure. (ASD staff)
  - Obtain Department approval of revised fee structure. (ASD staff)
  - Advise the State Senior and Disabled Services Division of the proposed change. (ASD staff)
  - Prepare the necessary ordinance revision and brief the Board of County Commissioners. (DSS and ASD Directors)
  - Conduct public hearings to receive input. (ASD staff)
  - Prepare the final ordinance and place on the Board Agenda. (ASD staff)



**AGING SERVICES DIVISION  
CRITICAL ISSUE/OPPORTUNITY**

**MID-COUNTY SENIOR CENTER**

- A. County Goal:** To proactively participate with a broad range of advocates, service providers, City and County officials and potential funders to develop a multi-purpose Senior Center in Mid-County.
- B. Trends:**
- Portland/Multnomah Commission on Aging has provided leadership in establishing a Senior Center vision for Multnomah County including convening a funders group composed of influential community leaders.
  - There is a consensus that Mid-County is a high priority for Senior Center development due to a significant increase in age 60+ population coupled with low level of presence of service agencies.
  - Mid-County seniors have developed a strong grassroots advocacy effort that provides significant support to the project.
  - A number of other service entities have expressed active interest in collocating with a Senior Center that provides a real opportunity for a multi-purpose community service complex. (Library, City of Portland Parks and Recreation, Social Security, etc.)
- C. Steps Needed to Reach Goal:**
- Develop the Senior Center concept, program elements, initial facility design and costs. (ASD staff and Senior Center Work Group)
  - Develop conversations with other service agents relative to co-development. (ASD Director and PMCOA leadership)
  - Brief the Board of County Commissioners on project and funding requirements. (ASD Director)
  - Develop funding strategies for capital development and operating costs (PMCOA Senior Center Funders Group)
  - Acquire commitments from all participating governing boards. (PMCOA leadership/ASD)
  - Complete design work and implement project.

**AGING SERVICES DIVISION  
CRITICAL ISSUE**

**ELDER PROTECTIVE SERVICES**

**A. County Goal:** To effectively address the growing phenomenon of elder abuse and neglect and be responsive to elders' growing concern for their safety and well-being.

**B. Trends:**

- There is a growing professional and community awareness of the extent of existing elder abuse and neglect in our community.
- The significant growth of frail and vulnerable elders (75+ years of age) in Multnomah County increases the potential for increases in abuse and neglect.
- There has been a 31% increase of investigations of elder abuse and neglect in a three year period (1,271 in 1989-90 and 1,449 in 1991-92).
- There was a 25% increase in the numbers of elders needing protective service case management from FY 90-91 to FY 91-92.
- Due to the increased frailty and complex medical and social issues, it is much more difficult to provide effective interventions to assure elder safety.
- The State and local budget reductions will result in less services to frail elders thus putting a new population at risk.

**B. Steps Needed to Reach Goal:**

- Develop strategies to maintain funding levels for critical components of the Elder Protective Service Program:
  - Multi-Disciplinary Teams
  - 24-Hour Access
  - Gatekeeper Program
  - Elder Protective Service Staff(ASD staff)
- Develop working agreements with police departments and the District Attorney's Office to assure appropriate consequences for chronic abusers. (ASD staff)

**ELDER PROTECTIVE SERVICES - continued**

- Develop a comprehensive model for Elder Protective Services that includes improved education, investigations, appropriate interventions and services, quick and effective civil and criminal consequences for perpetrators, and pursuing grant possibilities. (Advocates, ASD staff, District Attorney, SDSD, State Attorney General, police agencies)

JUVENILE JUSTICE  
CRITICAL ISSUES - POLICY AND TRENDS

COUNTY GOAL NO. 1: NEW BUILDING PROJECT

Provide a juvenile justice complex with sufficient space for the courts, District Attorney, Juvenile Justice Division, and Court-appointed advocates to serve youth and families. Provide a detention center that meets all legal requirements and program requirements for youth in need of secure custody.

Trends:

Multnomah County is part of a national trend to eliminate the unnecessary use of detention for youth unless they present substantial risk to the public or have demonstrated a likelihood of failing to appear for a Court hearing.

Steps Needed to Reach the Goal:

1. Develop detention alternatives plan (Casey Foundation).
2. Receive foundation funding to develop alternatives to detention and cement political and community support.
3. Successfully implement reform plan utilizing foundation funds (3 years).
4. Pick up funding for alternatives in year 4.
5. Continue enhanced program for youth who remain in detention.

COUNTY GOAL NO. 2: 1994-95 FUNDING FOR TREATMENT SHELTER-CARE AND KITCHEN

By Board resolution, the Board of County Commissioners set out the intent that 48 of the new beds in the 128-bed detention complex are to be used for treatment and shelter-care: 16 beds Assessment Transition Intervention Program, 16 beds 60-day treatment, and 16 shelter-care beds. Only the ALT Program is funded at this time.

The Board also indicated a desire to have a kitchen in the new facility. The kitchen will require additional funding in the 1994-95 fiscal year.

Trends:

This goal is in line with the state's policy to treat youth in the community rather than rely upon large state institutions (MacLaren and Hillcrest) and the County participation in "down-sizing."

Steps Needed to Reach the Goal:

1. Develop a planning process to assure funding of the longer term treatment and shelter programs.

**CRITICAL ISSUES - POLICY AND TRENDS**

February 2, 1993

Page 2 of 5

2. Explore use of Medicaid Match to expand and offset costs of both treatment and shelter programs.
3. Develop cost projections to operate the kitchen.
4. Make this information available to the Board in order that they may anticipate the additional costs for the kitchen.

**COUNTY GOAL No. 3: ALTERNATIVES TO DETENTION**

The size of the new detention complex is predicated upon the Board's commitment to existing alternative programs and the development of additional alternatives.

**Trends:**

The Annie E. Casey Foundation has initiated a national reform movement to reduce the reliance upon detention (secure custody) for youth awaiting formal court action. Multnomah County has been selected as one of five jurisdictions in the country to participate in the reform initiative.

**Steps Needed to Reach the Goal:**

1. In addition to the steps outlined in goal No. 1 of this paper, the Board, community leaders, Judges, law enforcement, and citizens need to develop and maintain consensus that alternatives to detention are cost-effective, appropriate and a desirable method to assure youth are present for court hearings.
2. The Detention Reform Committee is designed by its membership and planned activities to achieve this consensus.

**COUNTY GOAL No. 4: HOUSE BILL 3438**

Integration of Juvenile Parole and delinquency services provided currently by Children's Services Division into Multnomah County.

**Trends:**

House Bill 3438 is an expansion of the policy and philosophy underpinning "down-sizing," namely to treat youth in the community and to streamline, consolidate and improve the case management system for delinquent youth.

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## CRITICAL ISSUES - POLICY AND TRENDS

February 2, 1993

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### Steps That Need to be Taken to Reach the Goal:

1. Continue to implement and review the absorption of Juvenile Parole into the Juvenile Justice Division as a result of the pilot program currently underway.
2. Develop and present alternatives to the Board regarding transfer of parole to Multnomah County.
3. Analyze the current Children's Services Division delinquency service for delinquent youth.
4. Provide alternatives and recommendations to the Board relative to the feasibility and complexity of absorbing additional services for delinquent youth.
5. Provide cost analysis and alternatives of the Board regarding the "size" of the service needs compared to the amount of state revenue to be transferred to the County.

### COUNTY GOAL NO. 5: DEPENDENCY CASES

Since approximately 1966, Multnomah County has funded services to assist the Juvenile Court with dependency cases. At one point, seven Juvenile Justice Division Counselors were assigned Dependency cases. Currently, we have three counselors, three Dependency Technicians, and two Office Assistants working to assist the Court in getting cases through the hearing and case review process.

If we continue these services (an issue for the Board of County Commissioners) then we must improve and expand the current system for dealing with dependency cases. There are too many cases with too many complexities for the current staff.

### Trends:

There is a clear connection between child neglect and abuse and delinquency. The care of very young children fits clearly into the focus upon the importance of prevention, children's agenda, youth first and the State's benchmarks.

### Steps Needed to Reach the Goal:

1. Provide alternatives to the Board to facilitate their decision-making process to measure dependency services against other county priorities.

**CRITICAL ISSUES - POLICY AND TRENDS**

February 2, 1993

Page 4 of 5

2. The Board needs to decide if dependency services fits their overall County goals and priorities.
3. Reconstruct the dependency task force to develop recommendation to the Board regarding dependency cases.

**COUNTY GOALS NOS. (6), (7), (8): SEX OFFENDERS, YOUTH GANGS, SERVICES TO FEMALE YOUTH**

The County's goal has been to provide through the Juvenile Justice Division a variety of services to youth on probation. These services are mandated by Oregon Statute and Board policy, i.e., "down-sizing."

**Trends:**

1. During the last two years, each year has seen a 25% increase in delinquency and dependency referrals to the Juvenile Justice Division.
2. The increase in violent person-to-person crimes has been dramatic over the past three years.
3. Youth gang violence continues in spite of the efforts of law enforcement and others. A very large number of youth carry or have access to guns.
4. State benchmarks focus upon the reduction of delinquency and crime.
5. The National Crime Bill focuses upon growing violence in America.

**Steps That Need to be Taken:**

1. The Board of County Commissioners needs to evaluate the County's continuing role in providing services to gang-affected youth and sex offenders as well as young women involved in delinquency.
2. The Board may need to consider a levee or other alternatives to funding services to gang-affected youth, sex offenders and young women.
3. Develop a task force to explore options for funding and make recommendations to the Board.

**COUNTY GOAL NO. 9: MINORITY YOUTH**

Multnomah County has consistently advocated for equitable services to all citizens.

**CRITICAL ISSUES - POLICY AND TRENDS**

February 2, 1993

Page 5 of 5

**Trends:**

Nationally, children of color are over-represented in juvenile justice systems. They are dramatically over-represented in secure custody programs. In Multnomah County, African-American youth are very clearly over-represented in detention and at the state institutions. The Juvenile Justice Division has a clear commitment to developing a diverse work force and to providing "culturally competent" services.

**Steps Needed to Reach the Goal:**

1. Work toward changing the conditions in the community (racism, poverty, drug and alcohol addiction) that lead youth (especially minority youth) into the system.
2. Provide expectations that those who provide services must understand diversity and provide culturally competent services.
3. Examine the value system inherent in County policy in order to affirm the value of youth, youth empowerment, and youth as a resource for the future.
4. Support the development of a comprehensive youth and family service plan.
5. Define resources that support the commitment to youth and families.



LIBRARY



## MEMORANDUM

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TO: Bill Farver, BCC Staff Liaison  
FROM: Ginnie Cooper, <sup>www</sup>Director of Libraries  
DATE: January 4, 1993  
SUBJECT: Library Critical Issues

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You asked that department managers develop a list of CRITICAL ISSUES AND OPPORTUNITIES facing our departments during 1993. What follows is my list. I've listed both particular challenges for this year and the on-going tasks of accomplishing the Library's mission. I've kept it brief, with issues and challenges listed broadly.

Please let me know if you, Commissioners, or others would like additional information.

GC:rg

attachment - CRITICAL ISSUES AND OPPORTUNITIES, MULTNOMAH COUNTY  
LIBRARY

CRITICAL ISSUES AND OPPORTUNITIES  
MULTNOMAH COUNTY LIBRARY  
1993

Particular challenges anticipated this year include the following:

1. To work with the Board of County Commissioners, the Library Board, and other supporters to secure funding for library operations and for library capital needs, especially Central and Midland.
2. To continue library fund-raising activities including work with the Friends of the Library, the Library Foundation (soon to exist...), and direct mail campaign, as well as grant requests.
3. To review use of Multnomah County Library by others in the region. The MIX agreement which has provided for payment for this use will be reviewed by the Library Board and the Board of County Commissioners and may end.
4. To develop and implement the charging of fees for some library services in response to interest from County Commissioners and others and in light of the likely prospect of a decrease in funds available for library operations.
5. To maintain communication with staff and high staff morale during a year that will surely include uncertainty and may include budget and service reductions.
6. To work with County Chair and Commissioners, library staff, and others to provide the best possible library service with whatever level of resources is available.

On-going mission of the Library includes the following:

7. To select, maintain, and circulate a collection of books and other materials on a wide range of subject and presenting multiple points of view for a diverse community. Last year, about \$2 million was spent on books, and over 6 million items were check-out by library card holders.
8. To assist in the location of information needed by individuals of all ages, interests, educational levels and ethnic backgrounds. Last year, more than three-quarters of a million questions were asked by phone and in person. Questions were related to school work from first grade through graduate programs. Business-related questions were asked by job seekers, investors, and workers. Other questions included those from consumers, travelers, those with basic medical or legal questions.
9. Central Library. To serve as the resource and referral center for the wider library

system. To serve the other 18,000 people who visit the building each week. To continue architectural and other planning for the needed renovation and repair of Central Library.

10. Community Service (branch libraries). To provide popular reading materials and basic information, with a special emphasis on meeting the needs of children, at 14 branch libraries throughout the County. Libraries are diverse: Albina (under 2,000 square feet), Gresham Regional Library (the largest branch at 20,000 sq. ft.) and Midland Branch Library (over-crowded with long lines at 6,850 sq. ft.).

January 4, 1993



## MEMORANDUM

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TO: Board of County Commissioners

Tanya Collier, Library Liaison  
Gary Hansen  
Sharron Kelley  
Dan Saltzman  
Gladys McCoy, Chair

FROM: Ginnie Cooper, *Ginnie* Director of Libraries

DATE: February 5, 1993

SUBJECT: Library Department - Review of Critical Issues

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You have received a list entitled CRITICAL ISSUES AND OPPORTUNITIES MULTNOMAH COUNTY LIBRARY 1993. An additional copy is attached. As requested by Bill Farver and Library Liaison Commissioner Tanya Collier, I have augmented a number of these items to give you additional information. In addition, I have added a branch development plan as per Commissioner Kelley's requests of the Library and Library Board.

The ongoing mission of the Library is outlined in Critical Issues 7, 8, 9, and 10. These activities will, of course, be the primary focus of library staff over the next year. I have not provided you with additional detail on these but am ready to do so at your request.

I look forward to the discussion of these and other issues with you on Monday.

GC:rg

cc: Bill Farver

attachments - Critical Issues Review  
Critical Issues and Opportunities

## LIBRARY DEPARTMENT

### Critical Issues Review

#### Critical Issue 1.

**To work with the Board of County Commissioners, the Library Board, and other supporters to secure funding for library operations and for library capital needs, especially Central and Midland.**

**GOAL:** To secure funding for library operations and for library capital needs, especially Central and Midland.

#### Trends/factors

- Voter willingness to pass a three year levy for library operations and a general obligation bond issue for renovating Central and replacing/enlarging Midland is the major factor influencing achieving this goal.
- The business community has indicated interest in assisting in getting a message in support of these issue to the voters.
- There is no known opposition at this time except for whatever voter disapproval of new taxing measures may exist environmentally.

#### QUESTIONS TO ASK:

- What is the best strategy for presenting these issues to the public?
- How will library operational costs be funded if the levy isn't approved?
- How will Central be renovated if the bond issue isn't approved? Will the City of Portland close the building as a "dangerous structure"?
- How will Midland's users be served if the building isn't enlarged?
- Does this campaign present an opportunity to get a particular message across to the public about library services in Multnomah County? What is the message we want to deliver?

### Critical Issue 3.

To review use of Multnomah County Library by others in the region. The MIX agreement which has provided for payment for this use will be reviewed by the Library Board and the Board of County Commissioners and may end.

GOAL: Fair payment for use of Multnomah County Library by others in the region.

#### Trends/factors

- Our measurements show that 7.5% of our circulation (direct loans) and about 21% of reference questions handled are for people who don't pay taxes in Multnomah County.
- The MIX agreement (a reciprocal borrowing agreement between the Multnomah County Library and libraries in Washington, Clackamas and Hood River counties in Oregon and the Ft. Vancouver Regional Library District in Washington) has provided for some reimbursement for direct loans, but no reimbursement for reference usage.
- There is reluctance by other MIX participants to pay us for reference usage.
- Multnomah County taxpayers and decision makers question our providing services without being adequately compensated.

#### QUESTIONS TO ASK:

- Should we continue to allow non-Multnomah County residents to use our libraries without either being compensated by their local taxing jurisdictions or by the users themselves paying a non-resident fee?
- If we impose a fee, who should pay and how should it be computed?
- If a person doesn't have a non-resident card, which services should he be barred from using: entry to buildings themselves, borrowing materials, asking for assistance, asking for reference help?
- How would we monitor usage and enforce restrictions?
- Is our ultimate goal some sort of regionally provided and funded library service for the Metro Area? Does the imposition of fees, restrictions, and monitoring move us towards this goal of regionalized library service?

## **Critical Issue 2.**

**To continue library fund-raising activities including work with the Friends of the Library, the Library Foundation (soon to exist...), and direct mail campaign, as well as grant requests.**

## **Critical Issue 4.**

**To develop and implement the charging of fees for some library services in response to interest from County Commissioners and others and in light of the likely prospect of a decrease in funds available for library operations.**

**GOAL:** To continue library fund-raising activities and to develop and implement the charging of fees or increase existing fees, in order to replace some of the revenue lost through continued budget cutbacks.

### **Trends/factors**

- As library costs continue to grow (labor contract mandated increases, increases related to the pay equity plan, increased costs for utilities and library services because of inflation, etc.) and levy amounts remain constant, purchasing power erodes and the same levels of service cannot be maintained. In 1990, the serial levy was projected to provide 66% of the operating budget; in FY92/93 it provides 48%.
- Service provision is further hampered by the effect of beginning a new serial levy cycle and having no beginning working capital, as we have in the past three years.
- The General Fund must either be tapped to make up for these increased costs to provide the same level of service or service must be reduced.
- Policy makers and the general public have expressed interest in participating in various fund raising campaigns and in paying fees for various services.
- A staff committee has been studying fees and fines for the past two months and has issued its report. Commissioner Dan Saltzman has spearheaded the formation of a citizen-based Entrepreneurial Initiatives Team which will study revenue-generating possibilities and issue a report in approximately three months.



### QUESTIONS TO ASK:

- What is a reasonable percentage of the operating budget to raise through fines, fees and outside fundraising activity? How do other libraries of a similar size and service mission raise such revenue?
- At what point do increased fines and fees discourage usage and result in a decrease in revenue?
- At what level do fines and fees produce a hardship for some or all potential users or work in contravention to the public library's mission?
- If there are "basic services" which should be provided without charge, what are they?
- Which fees will raise revenues in excess of the cost of collecting them?
- What level of investment and effort should be put into a fundraising effort?
- Should some fees be instituted simply to discourage use of a service rather than to raise revenue?

## Critical Issue

To have in place and reviewed/approved by Library board and Board of County Commissioners plans for branch libraries which allow for implementation at several funding levels.

GOAL: To plan and execute a branch development plan, which would include a comprehensive analysis of branch placement, building requirements, and levels of services to be offered for Multnomah County through 2020.

### Trends/factors

- While there have been staff, professional library consultant, and citizen panel studies conducted in the past that addressed both Central and branch system development, they provide guidance only to our present stage: renovating Central, building a new library for Gresham, and expanding the facility that serves Midland/mid-county residents.
- The Multnomah County Library has a system of small, cramped, outmoded neighborhood branches (with the exception of Gresham). The larger branches may be viewed by the public as "full service", but they are not staffed or equipped as such. Central's viability is based, in part, on building a stronger system of branches, with larger branches located regionally that can function in a "full service" mode.
- In the current funding and public mood environment, the number and location of library facilities throughout the county must be addressed with a fresh eye towards efficiency and economies of scale, using current demographic and growth projection information.
- Citizens will probably react negatively to any hints of library consolidation and/or branch closure. Libraries are one of the few publicly funded services that are viewed as positive neighborhood amenities. Taxpayers loathe having "their library" taken away from them...even if they are offered a bigger library farther away. Planning activities must be sensitive to this fact and take it into consideration as public input is sought.

### QUESTIONS TO ASK:

- What timetable do we want to pursue in undertaking a branch development plan?
- What resources can we put towards conducting this study?
- How should citizens and library users be involved in this planning activity?

## Critical Issue 5.

To maintain communication with staff and high staff morale during a year that will surely include uncertainty and may include budget and service reductions.

GOAL: To put in place systems to allow for staff to provide the best service possible during 1993.

### Trends/factors

- The library's most important resource, even beyond its collections, is its staff. As the largest public library in the state and a recognized research institution, the Multnomah County Library has developed substantial subject expertise. Valuable staff members have already left because of the budget uncertainties the library continues to face.
- Management has developed a number of vehicles to keep staff informed of budget and policy happenings and to hear staff concerns.
- The Board of County Commissioners itself is farther removed from staff and often either not heard at all or misunderstood.
- Even though it's been nearly three years since the county took over management of the library system, many staff still don't feel fully a part of the county family. This feeling of not belonging has been heightened, to many of them, by the many budget difficulties the library has had during that time.

### QUESTIONS TO ASK:

- How can workers whose jobs are often in jeopardy be made to feel valued and appreciated? Is this a challenge just for library administration or is there a role for the larger county structure?
- How effective are existing communications devices (memos, newsletters, meetings, brown bags with Ginnie, etc.)? Would additional or different devices be effective?
- Are there morale building techniques that others have found effective that we could implement?

CRITICAL ISSUES AND OPPORTUNITIES  
MULTNOMAH COUNTY LIBRARY  
1993

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January 4, 1993

## ENVIRONMENTAL SERVICES



OFFICE MEMORANDUM ... DEPARTMENT OF ENVIRONMENTAL SERVICES

TO: Bill Farver

January 8, 1993

Date

FROM: Betsy Williams *BHW*

SUBJECT: CRITICAL ISSUES AND OPPORTUNITIES IN DES FOR 1993

Bill, having just gotten back from Mexico and seen your memo of December 23, I haven't had time yet to thoroughly think out those issues which will likely be of most import to this department in 1993. However, several come immediately to mind; and they are as follows:

- Transfer of Parks/Expo to METRO - still a goal of the County's?
- Unfunded liability /continuing deterioration of County facilities. Need for coordinated space planning for the County.
- Resolution of animal control issues with cities. Do we want to pursue a separate funding source for animal control, such as a pet food tax?
- A & T compliance with DOR requirements in face of Measure 5.
- Roads - is the County going to be in the business? If not, what course of action does County want to pursue? MOU model? Goldschmidt approach? Transfer to and contracting with two major cities? Regionalization? Something else?
- County's commitment to and role in preserving open spaces and natural areas in the metropolitan area - role of Land Use Planning/Parks.
- Continued commitment to workforce diversity in face of Measure 5 - in particular, getting women and minorities into non-traditional jobs and implementing ADA requirements.
- Implementation of Expo Center Master Plan, whether transferred to METRO or not.
- Central support services - to consolidate or not?
- If consolidation with and/or transfer of services to other jurisdictions is goal of the Board, I would be interested in developing jointly, with the other affected jurisdictions, general principles and guidelines to be applied to all such transfers; so that we don't have to renegotiate in every case

DES Critical Issues  
Page Two

such matters as employee rights, liability issues, etc.

I have not had an opportunity to consult with the division managers yet to find out what other critical issues they are facing. I will be meeting with each of them over the next two weeks and will send you a supplemental list of issues after I become aware of them.

If you have any questions or concerns about the above, do not hesitate to contact me.

cc: Hank Miggins, Executive Assistant to the Chair  
Gary Hansen, Liaison Commissioner  
DES Division Managers



**DES CRITICAL ISSUES  
GOAL STATEMENTS**

**PARKS/EXPO CENTER**

To facilitate the creation of a regional system to preserve and protect the parks and natural areas of regional significance in the metropolitan area by laying the foundation of such a system by transferring the County's Parks and Expo Center facilities to METRO.

**Considerations:**

- METRO is indecisive at this point.
- Citizens Convention supports.
- Persuading Portland and/or other counties to cooperate might help expedite.
- It is essential to maintain current support to parks and natural areas and pursue implementation of the Expo Center Master Plan to maintain the attractiveness of this package to METRO.
- The role of Glendoveer continues to surface as an issue.
- Would improve METRO's ability to implement their Greenspaces program.
- On-going and imminent.

**FACILITIES MAINTENANCE**

To implement a comprehensive plan to protect the County's considerable investment and to address the unfunded liabilities and continued deterioration of County buildings and facilities.

To develop a coordinated space planning process for the County that ensures County facilities are utilized by County programs in a cost effective manner that maximizes operational efficiency and ensures convenient public access to County programs.

**Considerations:**

- To achieve the above goals, Facilities Management must have an accurate cost accounting system to determine space and facility costs for County programs. This will cost money to implement and maintain.
- The Capital Improvement Fund, funded with half of proceeds of sales from surplus County properties, must be maintained. A plan should be developed for use of these funds before funds are expended from this fund.
- The role of the current Capital Improvement Program Committee (department managers et. al) should be expanded to include coordinated decisionmaking about the use of County space, the capital plan, Countywide policies on space management.

- Implementation of an accurate cost allocation program for County space costs will have an impact on existing County programs. Some may end up paying more for their space; some may pay less. In addition, a centralized, coordinated approach to managing our facilities will mean some loss of autonomy of County managers to control decisionmaking about their facility useage and costs. This change will likely create some organizational turmoil and resistance.
- Major budget consideration

#### ANIMAL CONTROL

Mission - Dedicated to improving the quality of life for people and animals in Multnomah County by enforcing domestic animal ordinances and operating a shelter, in a progressive manner that serves as a humane role model.

Goal - To provide comprehensive animal control services to all of Multnomah County, including within the incorporated cities, that

- provide effective and innovative solutions to neighborhood animal problems through community involvement;
- provide responsive and accessible services and programs;
- increase the community's commitment to responsible pet ownership;
- provide protection for people and animals from injury and loss of life;
- protect animals from mistreatment and abuse; and
- provide employees with a progressive and safe work environment.

#### Considerations:

- Other local jurisdictions must become partners with the County in determining service levels, funding mechanisms, ordinance revisions, and other issues. Although it makes sense for one agency to provide services countywide, animal control is nevertheless an **urban service** in many respects; and cities must participate in decision making that affects their constituencies.
- Possible Resolution A topic.

## **ROADS**

To ensure effective management of the County surface street system for maximum public benefit and safety that allocates resources to plan, develop and maintain the system through a comprehensive, integrated approach. Guiding principles shall include increased public safety, economic development, travel needs, quality of neighborhoods and communities, and cooperation with other local jurisdictions to determine their needs and assure that they are met.

- Possible Resolution A topic.

## **NATURAL AREAS PROTECTION AND PRESERVATION**

### Vision

Multnomah County will be a community where both people and nature flourish.

### Goal

To implement a proactive planning, acquisition, and preservation program to ensure the long-term protection of a viable regional natural area system. "Direct daily contact with nature should not become a story from our past but rather a living legacy for future generations." (excerpt from Multnomah County Natural Area Protection and Management Plan, adopted by Board of County Commissioners in June, 1992)

### **Considerations:**

- Important to continue intergovernmental cooperation in planning and development of a **regionalization** of the metropolitan area's natural areas - i.e., continued advocacy and support to a regional greenspaces program.
- **On-going commitment** to implementation of the **County's Natural Areas Protection and Management Plan** and the update of the **County's Comprehensive Framework Plan** for the rural areas.
- On-going commitment to the County's Natural Areas Acquisition and Protection Fund, at least until such time as other on-going revenue source is identified for the protection of natural areas.
- What is the County's role?

#### **CULTURAL DIVERSITY**

**To continue support for County programs to promote workforce diversity and increased cultural awareness and sensitivity.**

#### **Considerations:**

- In the face of **diminishing revenues and loss of vital services**, it is politically difficult to justify the commitment of scarce resources to staff training and programs to promote minority and female employment and sensitivity to other cultural groups.
- There continues to be a certain amount of resistance to and resentment of workforce diversity and affirmative action efforts, especially when many County employees face the possibility of job loss.
- The federal requirements mandated by the **Americans with Disabilities Act** and the reality of **rapidly changing demographics** in our population, nevertheless, require County resolve to commit resources - both in staff time and training dollars - to continue with diversity efforts in Multnomah County.
- High priority to the Department of Environmental Services.

NONDEPARTMENTAL AND MANAGEMENT SUPPORT

## **CRITICAL ISSUES:**

**Metropolitan Arts Commission, a Multnomah County/City of Portland consolidated agency.**

January 14, 1993

### **1) Arts Plan implementation is in a critical and delicate phase:**

a) The spirit of cooperation and momentum developed with elected officials, business and community leaders from around the region must be maintained. Negotiations towards a coherent and efficient regional support system continue, but full implementation will take at least 2 years. Multnomah County involvement and leadership is critical.

b) The arts community is still in severe financial distress, stemming from historically low support from the public and private sectors. "Life support" funding must be maintained during the difficult 2 year transition to regional funding.

c) Multnomah County's 20 year funding history must be maintained. It is a critical piece of overall support during this delicate transition and has helped to leverage Metro, Clackamas County and Washington County funding and political support as well as NEA and Oregon Arts Commission grants. If it drops out, these will be virtually impossible to maintain and three years of groundwork, momentum and investment will be lost.

### **2) Multnomah County's eventual funding and policy making role within the regional funding and coordination framework recommended by Arts Plan is not resolved.** Will the funding be replaced? How will Multnomah County secure and protect its considerable investment made over the last 20 years?

## **Significant Accomplishments for MAC during this year**

Collaborations with Social Service Agencies: MAC is now funding numerous programs which take the arts into social service agencies as a tool to address gang and drug abuse behavior, homelessness, teen pregnancy, school dropout, delinquency, illiteracy and learning disabilities. Involvement in the arts attracts student interest, builds self esteem, provides alternative learning styles, develops new skills and discipline and teaches respect for diversity. Rosemont School, Boys and Girls Aid Society, White Shield Home, Morrison Day Treatment Center, Janis Youth Program, Waverly Children's Home, Parry Center, the Private Industry Council's STEP program, YWCA Transition School, Self Enhancement, Inc., and the Urban League are among the many sites.

Cultural Diversity: During the last few years the Metropolitan Arts Commission has developed one of the strongest policy statements and most diverse board, staff and committees of any major urban arts agency - or local government agency. This year, aggressive outreach fueled a dramatic increase in the percentage of project grants (31%) and technical assistance awards (41%) to minority arts organizations. Intensive work by MAC outreach staff with major cultural organizations in board development, audience outreach, and recruitment of multi-cultural artists and staff has resulted in substantial increases in multi-cultural representation. An "arts incubator" program to improve the management, fundraising and marketing capacity of emerging and multi-cultural organizations is being developed by MAC and Portland State University.

Public Art: "Pro and Con," the first film in the country commissioned through a percent for art program, provides a gritty, no non-sense look at the corrections system and will be used in Multnomah County diversion programs, schools and public television. A new artists' residency program for "youth at risk" is being developed in conjunction with construction of the County Juvenile Justice Center. Tri-Met, has committed to a major public art program for the Westside Light Rail, which integrates artists completely into the design team for the system. The Metropolitan Arts Commission will be working with governments, artists, arts councils and businesses throughout the region over the next 8 years to implement the project.

Arts in Education: The Commission now sponsors one of the most successful arts in education programs in the country, supported by the NEA, program fees and the private sector. Arts Plan laid the groundwork for a comprehensive, region-wide schools recognition and support program that will impact the lives of thousands of area school children. "Arts Plan 2000+ Schools" will initiate new partnerships, provide technical assistance and become a focal point for advocacy and parent involvement.

Arts Plan 2000+, was completed and significant progress has been made on 45 of 72 action recommendations. New leadership, regional cooperation and resources have already had impact on a cultural community that was in severe distress, without direction and lacking leadership. A full report will be made to the County Commission on February 10.



To: <i>Hank Miggins</i>	From: <i>Lillie Walker</i>
Co: <i>Chair's Office</i>	Co: <i>Purchasing</i>
Dept.	Phone # <i>3596</i>
Fax # <i>3308-2717</i>	Fax # <i>3252</i>

**OREGON**

GLADYS MCCOY  
COUNTY CHAIR

EMPLOYEE SERVICES  
FINANCE  
LABOR RELATIONS  
PLANNING & BUDGET  
RISK MANAGEMENT

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PORTLAND, OREGON 97214

PURCHASING, CONTRACTS  
& CENTRAL STORES

(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

**MEMORANDUM**

TO: Hank Miggins, Executive Assistant  
County Chair

FROM: *Lillie Walker* Lillie Walker, Manager  
Purchasing, Contracts & Stores

DATE: January 11, 1993

RE: Critical Policy Issues for BCC Review

The following are policy issues that may require BCC review and approval:

1. Legislation to consolidate Tri-county purchasing agencies, options and alternatives for BCC consideration.
2. M/WBE/ESB Issues and possible program development.
3. Purchasing Ordinance - possible report of impact on Purchasing and user agencies. Breakdown of findings, i. e., familial/financial conflict of interest and favoritism (contracts without solicitation of competition).

I do not foresee any other policy issues for BCC review or approval.

If you need additional information, please let me know.





# MULTNOMAH COUNTY OREGON

Now  
MULTNOMAH COUNTY CHAIR  
1120 S.W. 5th, ROOM 1410  
PORTLAND, OREGON 97204  
1/13/93

GLADYS MCCOY  
COUNTY CHAIR

EMPLOYEE SERVICES  
FINANCE  
LABOR RELATIONS  
PLANNING & BUDGET  
RISK MANAGEMENT

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(503) 248-3312  
(503) 248-5135  
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(503) 248-3797

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2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

## MEMORANDUM

TO: Hank Miggins, Executive Assistant  
FROM: Kenneth Upton, Labor Relations Manager  
DATE: January 11, 1993  
SUBJECT: Critical Policy Issues

You asked for a listing of critical policy issues which would be appropriate for the Board's Wednesday work session process:

1. Short Answer

None.

2. Discussion

Critical issues in collective bargaining are typically driven by the bargaining process, expressions of interest by elected officials, or independent policy decisions, e.g., governance of the County Library, which have bargaining implications.

These discussions are almost exclusively handled by the executive session process. I am aware of no issues currently in the bargaining process or anticipated in the coming Fiscal Year which would be appropriate to the work session process.

2192L/KU/ljd

c: MSS Division Directors

File: MSS

93 JAN 12 PM 1:33  
MULTNOMAH COUNTY  
RECEIVED



# MULTNOMAH COUNTY OREGON

GLADYS MCCOY  
COUNTY CHAIR

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2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

To: Hank Miggins, Executive Assistant

From: Dave Warren, Budget Manager *DCW*  
Dave Boyer, Finance Manager *DB*

Date: January 11, 1993

Subject: Critical Issues

As requested, the following are the critical issues that Planning & Budget and Finance will need to address jointly:

1. Indirect Cost Allocation distribution.
2. Single Audit concept for non profit organizations OMB Circular A-133.
3. Assist in organizing Facilities Management functions as an Internal Service Fund.
4. Develop and implement Countywide Financial Policies.

The first two issues are self explanatory and relate to Grant funding. The other two, are issues that we have discussed in the past and recommendations to this effect will be included in the Financial Position Audit being prepared by the Auditors Office.



# MULTNOMAH COUNTY OREGON

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(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

TO: Hank Miggins, Executive Assistant

FROM: Jean M. Miley, Risk Manager *JMM*

DATE: January 12, 1993

SUBJECT: Critical issues for the Board

There are a number of risk management areas where it is possible that the Board will need to make policy and/or budget decisions in the next eighteen months. The significance and cost of these issues is not clear at this time; as further information develops, the significance will be clearer. Like most things we get involved in, the impact of any of these problems will likely be felt in the departments most affected by the issues, not in Risk Management -- our role is generally to assist in the identification of the problem and the implementation of the solution.

1. Earthquake mitigation and response: Information continues to indicate that the Pacific Northwest is vulnerable to significant seismic activity. Land use and structural mitigation activities and appropriate levels of emergency preparedness will take time, increased knowledge and considerable interagency coordination. The Board will need to make policy decisions on how the County will address this issue, if for no other reason than to preserve our defense of discretionary immunity should claims be filed.

2. Sexual harassment: To date, the County has not undertaken a County-wide effort to train employees and supervisors in the subject of sexual harassment; there is no reason (or evidence) to support the belief that we will be immune from the kinds of litigation that other employers are reporting. A comprehensive approach to this problem will take time and money, although probably not inordinate amounts of either.

3. Whistleblower claims: We are beginning to see whistleblower claims from employees, particularly in discipline or termination situations. At this point, I would doubt that many, if any, County supervisors are informed about these laws or aware of how to prevent exposures to these claims. Developing and implementing

training in this area may require resources not presently available.

4. ADA implementation: As the federal and state disability discrimination laws become better known, we will likely have more applicants and clients requesting accommodation of disabilities. We may discover that we need more policy guidance and training of both employees and supervisors to respond to these requests appropriately and avoid unnecessary litigation.

5. Deferred maintenance and decreased staffing: In a resource constrained environment, it is tempting to delay capital replacement, defer maintenance on existing capital equipment and buildings, eliminate staff training, and decrease staffing without decreasing the size of programs. Each of these has its own set of liability implications, which can be hidden in the short run. In the long run, however, an organization that is underfunding and understaffing its programs can cause increased liability and workers' compensation claims and increased costs for insurance.



# MULTNOMAH COUNTY OREGON

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2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

## MEMORANDUM

TO: Hank Miggins, Executive Assistant

FROM: Curtis Smith, Employee Services Manager 

DATE: January 11, 1993

SUBJECT: Critical Budget & Policy Issues,  
Employee Services Division

### Personnel Program

1. Maintain Division staff in proportion to total County staff, since total County staff drives our workload.
2. Maintain adequate resources to recruit, select, and retain good employees for the County.

### Training Program

1. Maintain adequate resources to provide all new and continuing mandated training, including: cultural diversity training, management training, and ethics.
2. Develop and provide equipment, facilities, and staff for mandated training and a reasonable amount of additional capacity to respond to new requests for service during the fiscal year.

### County Word Processing Program

1. Obtain new printer and related upgrade capabilities, so that planned migration off the WANG system and onto more efficient Local Area Network (LAN) can continue.
2. Continue to recruit new customer work, so that clerical jobs are not done by high-priced technical and managerial staff.

### **Health/Benefits Program**

1. Continue designing, recommending and implementing cost-effective modifications to the employee benefits programs, including medical, dental, life and disability insurance, employee assistance, employee referral, and tax-saving flexible spending accounts.
2. Respond to federal and state mandated changes in the above programs, including forthcoming health care reform.
3. In 1993, implement many benefit changes agreed to in union contracts signed during 1992.
4. Promote employee health programs designed to increase employee efficiency and reduce costs to the County, such as medical claims costs.
5. Train employees in mandated health-related topics, such as new employee orientation, HIV, bloodborne pathogens, and implementation of recently bargained drug and alcohol policy.

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# MULTNOMAH COUNTY OREGON

GLADYS MCCOY  
COUNTY CHAIR

EMPLOYEE SERVICES  
FINANCE  
LABOR RELATIONS  
PLANNING & BUDGET  
RISK MANAGEMENT

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PURCHASING, CONTRACTS  
& CENTRAL STORES

(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

## MEMORANDUM

TO: Hank Miggins, Executive Assistant

FROM: Curtis Smith, Employee Services Manager 

DATE: February 4, 1993

SUBJECT: Critical Budget & Policy Issues,  
Employee Services Division

### Personnel Program

1. Maintain Employee Services staff at a constant ratio to total County staff, since total County staff drives our workload.

Explanation: In both the public and private sectors, the human resources function (equivalent to our Employee Services, Labor Relations, Affirmative Action, and part of Risk Management) is staffed at an average ratio of one Human Resources employee for every 100 employees in the workforce. However, the County has grown over a 1,000 employees in recent years without proportionately increasing Human Resources staff. In fact, our Personnel Section has decreased. Our ratio is now at 1:122. This appears to have happened, perhaps because of lack of advocacy, and certainly because the historically customary "percentage across the board cuts" have impacted Management Support Services disproportionately when compared against departments. The recent County Auditor's report confirms this phenomenon. Furthermore, the Goldschmidt Report revealed that our human resource function is staffed the second leanest of all large governmental agencies in the Metro Area, and the absolute leanest if we consider only general purpose agencies.

While lean is economical, it means operationally that we lack the capacity to respond adequately to the County's reasonable service needs, such as delivery of new training, which will be required under the recently bargained union contracts. At the very worst, we should not allow our staffing ratio to decline further.

2. Maintain adequate resources to recruit, select, and retain good employees for the County.

Explanation: As mentioned above, the County has cut its Personnel Section staff while the workforce has grown over 1,000 employees. In addition, the dollars available for advertising and other affirmative action efforts have been cut. At the same time, we have been asked to develop affirmatively a more culturally diverse workforce, and to continue working toward the establishment of an interagency "one stop shopping" center for public sector employment applicants.

### Training Program

1. Maintain adequate resources to provide all new and continuing mandated training, including: cultural diversity training, management training, ethics, and drug and alcohol policy implementation.

Explanation: For lack of resources, the County has never been able to fully implement its management and supervisory training program. The County's historic reliance on outside part-time trainers and inside volunteer "train-the-trainer" efforts have had some favorable impact. Furthermore, we have recently beefed up the program somewhat by combining part of our management training with the City of Portland. However, the fact remains that there is not one single professional trainer employed by the County to deliver its mandated training. Consequently, we are not providing our managers and supervisors with an adequate set of skill and knowledge trainings which they need to keep up to date, manage employees effectively, and avoid liability.

2. Develop and provide equipment, facilities, and staff for mandated training and a reasonable amount of additional capacity to respond to new requests for service during the fiscal year.

Explanation: As training requirements have increased during the past two years, the availability of our one training room on the 14th floor has decreased due to the transfer of elected officials' staff from the Courthouse. A meeting area at the Library Administration Building has been pressed into service as a stopgap. The City of Portland is also able to provide space when available. Now the remodeling of the Mead Building has given us the opportunity to dedicate a room for training. Unfortunately, the remodeling fund does not include provision for furniture and audio-visual equipment.

### County Word Processing Program

1. Obtain new printer and related upgrade capabilities, so that planned migration off the WANG system and onto more efficient Local Area Network (LAN) can continue.
2. Continue to recruit new customer work, so that clerical jobs are not done by high-priced technical and managerial staff.



### **Health/Benefits Program**

1. Continue designing, recommending and implementing cost-effective modifications to the employee benefits programs, including medical, dental, life and disability insurance, employee assistance, employee referral, and tax-saving flexible spending accounts.
2. Respond to federal and state mandated changes in the above programs, including forthcoming health care reform.
3. In 1993, implement many benefit changes agreed to in union contracts signed during 1992.
4. Promote employee health programs designed to increase employee efficiency and reduce costs to the County, such as medical claims costs.
5. Train employees in mandated health-related topics, such as new employee orientation, HIV, bloodborne pathogens, and implementation of recently bargained drug and alcohol policy.

### **Policy and Procedure Maintenance**

1. Employ a policy and procedures editor to develop, edit, and maintain Countywide policy and procedures manuals.

Explanation: Currently the County has no person dedicated to this function. As a result, the Executive Orders need codification, the Administrative Procedures Manual has not been completed, and the County has never developed a personnel manual. Large organizations have difficulty obtaining consistent management when printed references don't exist, or are so out of date that no one reads them. Authoritative procedures are a hallmark of mature organizations, and give managers the freedom to focus their time on exceptional matters, rather than routine events.

Note: This function need not become part of Employee Services. It is proposed here simply because, in our management training courses and elsewhere, we are constantly aware of the struggle managers are going through to stay aware of "County policy."



# MULTNOMAH COUNTY OREGON

GLADYS MCCOY  
COUNTY CHAIR

EMPLOYEE SERVICES  
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(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

TO: Hank Miggins, Executive Assistant

FROM: Jean M. Miley, Risk Manager *JMM*

DATE: February 4, 1993

SUBJECT: Critical issues for the Board

This is an update of my earlier memo regarding critical issues for the Board to be aware of; it is possible that the Board will need to make policy and/or budget decisions in the next eighteen months on some of these issues.

The significance and cost of these issues is not clear at this time; as further information develops, these will be clearer. Like most things we get involved in, the impact of these problems will likely be felt in the departments most affected by the issues, not in Risk Management -- our role is generally to assist in the identification of the problem and the implementation of the solution.

1. Earthquake mitigation and response: Information continues to develop that the Pacific Northwest is vulnerable to significant seismic activity. Land use and structural mitigation activities (for County buildings, roads and bridges) and appropriate levels of emergency preparedness will take time, increased knowledge and considerable interagency coordination. The Board will need to make policy decisions on how the County will address this issue, if for no other reason than to preserve our defense of discretionary immunity should claims be filed. The Board will also, of course, have concerns about the life safety and economic implications of this issue.

2. Training: In times of scarce resources, prior Boards have taken steps to reduce the funding available for training of managers and employees. A failure to invest in certain kinds of training can cost more in the long run. For example, a failure to train employees and supervisors in a subject like sexual harassment can result in employees being treated inappropriately, supervisors or coworkers failing to understand their responsibilities regarding

complaints, and ultimately unnecessary workers' comp, civil rights and/or liability claims being filed. This situation, at a minimum, results in workplace disruption and expense (often considerable) of claim investigation and resolution.

There are a number of other areas where preventive training is well worth the investment, including implementation of the Americans with Disabilities Act, alcohol and drug policy implementation, and other employment laws. Identification of critical training needs and the cost, delivery mechanisms and audience for these training programs should be undertaken by the County prior to implementing these programs.

3. Business continuation and emergency planning: The Office of Emergency Management has responsibility for preparing the plan for the County's response to a community emergency. However, resources for emergency planning are dwindling and could cause further delay in preparing this important plan. In addition, it appears that we as a business are not fully prepared to continue operations of critical functions in the event of a large or small disaster, either an earthquake or a significant fire in a County building. Preparing realistic plans will take time, persistence and support from the Board.

4. Deferred maintenance and decreased staffing: In a resource constrained environment, it is tempting to delay capital replacement, defer maintenance on existing capital equipment and buildings, eliminate staff training, and decrease staffing without decreasing the size of programs. Each of these has its own set of liability implications, which can be hidden in the short run. In the long run, however, an organization that is underfunding and understaffing its programs can cause increased liability and workers' compensation claims and increased costs for insurance.



# MULTNOMAH COUNTY, OREGON

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**BOARD OF COUNTY COMMISSIONERS**

GLADYS McCOY  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

**PLANNING & BUDGET**

PORTLAND BUILDING  
1120 S.W. FIFTH - ROOM 1400  
P. O. BOX 14700  
PORTLAND, OR 97214  
PHONE (503)248-3883

TO: Hank Miggins, Executive Assistant

FROM: Dave Warren, Budget Manager *DCW*  
Dave Boyer, Finance Manager *DB*

DATE: February 4, 1993

SUBJECT: Critical Issues for 1993-1994

*John*  
**RECEIVED**

FEB 04 1993

GLADYS McCOY  
MULTNOMAH COUNTY CHAIR

---

As you know, we have already given you a brief list of the critical issues we want to bring to the Board for resolution during the next year. Here is a little different look at those issues in a context suggested by Bill Farver's Format for Policy Development Plans.

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## FINANCIAL POLICIES

### Goal for the County

The County should achieve a higher level of ongoing financial stability as an organization.

### Trends

As Gary Blackmer's Report on the Financial Status of Multnomah County makes very clear, Multnomah County has seen a substantial increase in staffing and budgets during the last decade. This overall increase has been paid for by an increasing reliance on short-term revenues (like the serial levies) and revenues under the control of other governments.

At the same time as the service delivery components of the County have expanded, the County has decreased the proportion of resources it devotes to the infrastructure functions supporting these services.

Measure 5 has made property tax revenue of all kinds less predictable, and has increased the County's proportionate reliance on other revenues difficult to predict such as Business Income Tax receipts, and interest earnings.

We believe the organization needs to explicitly examine ways to assure that its ongoing financial commitments and requirements can be met irrespective of the temporary and uncertain nature of its overall funding.

Critical Issues for 1993-94  
February 4, 1993

Steps to reach the goal

We recommend that the Board examine and give clear policy direction on these issues:

1. Recovery of indirect costs from dedicated revenues,
2. The kind and degree of auditing needed to assure that non-profit organizations comply with County standards and federal and state requirements -- how far to carry the "single audit" concept,
3. Creation of a separate internal service fund to track and provide for the buildings that house all County programs.
4. Agreement about financial policy strategies for unfunded liabilities, long-term financings, General Fund reserves, etc.

Briefly, here are some of the questions we intend to bring to the Board for resolution of these issues.

- Indirect Costs - What overhead costs should be covered by these charges?  
How should the charges be allocated across departments,  
Should any programs be exempted from paying these costs; if so, which ones, and for what reasons?
- Single Audit - How should the County deal with revenue sources that refuse to cover overhead costs?  
What audit requirements should we impose on contractors with which we do business?  
What position should the County take with other governments that impose different, and contradictory requirements?  
Where does financial and program responsibility lie for contractor performance and records; with the contractor or with the County?
- Building Management Fund - What level of capital maintenance should be built into this fund?  
How should the charges be allocated across departments,  
Should any programs be exempted from paying these costs; if so, which ones, and for what reasons?  
How should decisions about program space needs be made, and what funding strategies should be used to pay for them?

After decisions have been made on these issues, we recommend that the Board examine and decide on an overall set of financial policies that will establish parameters within which service programs can operate. Attached is a draft resolution and an outline of a number of topics that should be addressed by a statement of County Financial Policies.

Responsibilities

Finance and Planning & Budget expect to act as ringmasters for *all* these issues. We plan to put together background information and processes for the Board to work through to come to resolution on all of them.

For indirect cost questions, we expect to coordinate other employees whose programs have to pay these costs so that they can discuss their concerns with the Board. Social Services Department, Health Department, Library, and Sheriff staff have all expressed positions on this issue that are different from Finance and Planning & Budget recommendations. The Board should hear their views as well.

For the single audit issues, Social Services Department staff and, perhaps, contractors will bring their issues to the Board with Finance and Planning & Budget staff.

For the Facilities Management issues, we expect Environmental Services staff to be equal players in presenting and resolving the issues.

## BUSINESS INCOME TAX

### Goal for the County

The County should maximize collections from the Business Income Tax.

### Trends

Recommendations made by Governor Roberts's Task Force on Local Government Services Subcommittee on Licensing & Inspections, chaired by Neil Goldschmidt, were:

- simplify and consolidate collection of Multnomah County Business Income Tax and City of Portland Business License Fee,
- prepare a uniform license/tax code and administrative rules to be adopted by other local jurisdictions who create a business license or income tax in the future.

### Steps to reach the goal

Multnomah County and City of Portland staff have been meeting with the Department of Revenue and the Governor's Office to discuss different options to meet the Task Force recommendations.

1. Multnomah County staff will need to continue to work with City of Portland staff to create a uniform tax code and administrative rules.
2. These options will need to be brought before the County Commissioners within the next few months.
3. Decisions will need to be made regarding recommendations presented for either joint administration by the Department of Revenue or the County to change to administration by the City of Portland.
4. County Commissioners will need to agree on Multnomah County tax code changes to accomplish uniform tax code and administrative rules under joint administration by DOR or administration by the City of Portland.

BEFORE THE BOARD OF COUNTY COMMISSIONERS  
MULTNOMAH COUNTY, OREGON

In the matter of adopting       )  
a Comprehensive Financial       )  
Management Policy               )       RESOLUTION NO. 93-

WHEREAS, the Board of County Commissioners are responsible for adopting the County's Annual Budget;

WHEREAS, the Board of County Commissioners are responsible for setting County policy;

WHEREAS, It is in the County's interest to adopt a Comprehensive Financial Management Policy;

WHEREAS, the Chair, Board of County Commissioners is responsible under MCC 2.30.450 for the financial operations of the County;

WHEREAS, the Chair has delegated the financial operations of the County to the Manager, of the Finance Division and has delegated the Planning and Budget operations of the County to the Manager, of the Planning and Budget Manager;

THEREFORE, BE IT RESOLVED THAT

1. The Comprehensive Financial Management Policy as shown in Exhibit A is hereby adopted.

2. The Manager of the Finance Division and the Manager of the Planning and Budget Division are authorized to jointly administer the Financial Management Policy.

DATED THIS \_\_\_\_\_ day of \_\_\_\_\_, 1993.

Reviewed by;

\_\_\_\_\_  
LAURENCE KRESSEL, County Counsel  
Multnomah County, Oregon

\_\_\_\_\_  
GLADYS MOCOY, CHAIR  
BOARD OF COUNTY COMMISSIONER

## EXHIBIT A

### MULTNOMAH COUNTY, OREGON COMPREHENSIVE FINANCIAL MANAGEMENT POLICY

#### A. OBJECTIVES

1. To preserve capital through prudent financial management activities.
2. To achieve the most productive use of resources and minimize expenditures.
3. To maintain prudent cash reserves, liabilities and fund balances in all County Funds.
4. To maintain prudent fund equity, liabilities in the County's Internal Service and Enterprise Funds.
5. To provide funds for capital replacement and/or maintenance for County assets.
6. To maintain the County's financial condition.

#### B. USE OF ONE TIME ONLY RESOURCES

#### C. USE OF SHORT-TERM RESOURCES

#### D. GENERAL FUND FINANCIAL POSITION

1. Fund Balance,
2. Contingency requests,

#### E. INTERNAL SERVICE AND ENTERPRISE FUNDS

1. Fund equity,
2. Capital maintenance and replacement,
3. Financings,

#### F. FEDERAL AND STATE FUNDED PROGRAMS



#### G. INDIRECT COST ALLOCATION

#### H. CAPITAL MAINTENANCE AND REPLACEMENT

#### I. FINANCING

1. Short-Term Debt If feasible, the County may issue short-term debt to meet anticipated cash flow requirements. Before issuing short-term debt the Board of County Commissioners must approve a resolution authorizing the transaction.

2. Bonds and Long-Term Obligations The County may enter into long-term lease/purchase obligations or issue bonds to finance capital acquisitions or refurbish capital assets owned by the County. Before entering into any financing, the County must present an analysis of the economic feasibility of the financing. The Board of County Commissioners must approve a resolution authorizing the transaction.

3. Lease/purchases All leases that are reported in the County's Comprehensive Annual Financial Report under the Long-Term Obligations Account Group will be further limited as follows:

a. Annual lease payments recorded in the respective Governmental Fund Types will be limited to 5% of the total revenues supporting the lease payment.

b. All lease/purchases will be limited to the economic life of the capital asset and in no cases shall extend beyond 20 years.

c. Lease purchases of capital assets will be limited to fit within the County's stated mission, goal or governmental role. Any exceptions must show an economic gain.

d. All annual lease/purchase payments must be included in the County's annual budget.

4. External financial advisors, underwriters and bond counsel will be selected in accordance with the County's Administrative procedures.

#### J. INVESTMENTS

#### K. COMPENSATION NEGOTIATIONS

#### L. EMPLOYEE FRINGE BENEFIT COSTS

# Metropolitan Human Rights Commission

## **CRITICAL ISSUES:**

**Metropolitan Human Rights Commission, a Multnomah County/City of Portland consolidated agency**

February 4, 1993

A. The Metropolitan Human Rights Commission (MHRC), is building a firm foundation and developing a clear vision of its role in the community. The Commission needs to maintain a consistent level of basic support for its first two years. MHRC has made an impressive start. To reduce funding at this time would diminish its ability to achieve optimal level of activity and influence in the community.

B. The Disability Project, coordinated by Jan Campbell, is a model program. The volunteers of the CCACD, with dedication and zeal, have monitored the City, County and community on laws that protect persons with disabilities. The use of a half-time secretary in the County's employ has enabled the Project Coordinator to concentrate on compliance and advocacy. MHRC cannot replace the half-time position if it is eliminated. With the passing of ADA, considerable technical assistance to the City, County and the community has been demanded. The half-time secretary not only types reports and correspondence, but assists with on-site reviews for accessibility by gathering information in situations not accessible for wheel-chairs. To lose this half-time position would mean that Jan would do her own clerical support and have less time for technical assistance and compliance monitoring.

## **Significant Accomplishments of Metropolitan Human Rights Commission:**

The Metropolitan Human Rights Commission was reorganized and came into its new existence on July 1, 1992. A director was hired in mid-September and two permanent employees, Jan. 1, 1993. Jan Campbell, the Coordinator of the Disability Project, who has been in that position for ten years, is the only carryover employee. The newly appointed Commission held its first meeting Sept. 29, 1992. The meeting was followed by an all day retreat. Officers were elected and committees established. The three new Committees, Diversity, Bias Crimes and Civil Rights, have met to develop work plans and strategies and are currently recruiting volunteers. The City County Advisory Committee on Disabilities was already organized and producing.



Multnomah County

1120 S.W. Fifth Avenue  
Room 516  
Portland, Oregon 97204-1989  
(503) 796-5136 Voice/TDD



City of Portland

**Diversity Committee**

The goal of the Diversity Committee is to implement the Future Focus Diversity Action Plan. The Harmony Committee (a project of former commissioner Dick Bogle), has joined the committee. A specific action plan is being drafted in an all day session in February.

**Bias Crimes Committee**

The Bias Crimes Committee is using a "social definition" of hate crimes, which expands upon the legal definition to include mistreatment and injustice to human beings by individuals and institutions. The subcommittees are: Education/Training, Victim's Assistance and Hate Crimes statistics (from non-law enforcement sources, such as hot-lines.) The Education/Training Committee has already begun research into the history of desegregation in the local public schools to gather data for a project.

**Civil Rights Committee**

The Civil Rights Committee plans a series of Forums and Focus meetings to elicit information which would form the basis for specific proposals for action by MHRC and local government agencies. They are placing special emphasis on the non-English speaking communities.

**City County Advisory Committee on the Disabled (CCACD)**

The CCACD has assisted the City of Portland and Multnomah County in developing a self-evaluation and transition plan for the Americans with Disabilities Act (ADA), compliance. A team from the committee has assisted in Diversity Training for Portland, Multnomah County and Gresham. A data base has been started to assess the accessibility of the community. Consumers are being trained to use a tool developed by the committee to measure architectural, attitudinal and communication accessibility. The committee has established a tri-county network to track legislative issues.

February 16, 1993

To: Board of County Commissioners  
Department Managers  
Elected Officials  
From: Bill Farver  
Re: Results of Retreat

Enclosed please find my notes from the retreat, which attempt to highlight questions raised, comments made, in addition to the material presented in the handouts.

I will give Hank my complete list of the most recent policy development plans/goal statements/critical issues by Department, as presented at the Board retreat on February 8. If you need a copy, see him.

I hope you found the retreat useful background as you approach the 1993 budget worksessions. The policy development plans can form a useful basis for periodic department updates to the Board if you would find that helpful.

Attendees

Board of County Commissioners  
Sheriff  
District Attorney  
Gary Walker  
Kelly Bacon  
Mike Delman  
Carol Kelsey  
Department Managers  
Hal Ogburn  
Gary Smith  
Don Keister  
Bill Thomas  
Rey Espana

Caroline Miller  
Larry Hilderbrand  
Dean Baker

Hank Miggins  
Deb Rogers  
Bill Farver

BOARD OF  
COUNTY COMMISSIONERS  
1993 FEB 17 AM 8:52  
MULTNOMAH COUNTY  
OREGON

## PUBLIC SAFETY

1. Necessity of doing a public safety plan (See memo from Commissioner Kelley)
2. Necessity of developing alternatives to incarceration to help deal with the rising matrix releases (441 last month - see enclosed chart) Possibilities include mentally ill population; drug abuse treatment in jails

## SHERIFF

3. Sheriff reviewed his critical issues.

Potential for using COPs for needed radio equipment.

Board wants to see an overall plan for MDT needs, not just the Sheriff's package.

Discussion about courthouse security (\$150,000 minimum for equipment to screen citizens at second floor and elevators.

Possibility of state funding through increased filing fee).

Federal marshal beds used largely by County residents imprisoned under US Attorney proceedings.

4. Potential for using MCRC 40 beds for probation violators will be explored during the budget.

5. State impacts discussed. See Overview of 1993-5 Strategic Plan.

6. Sheriff reviewed draft response to eight functional areas to be discussed by CLEO. They will be reviewed later by the Board and the subcommittees of CLEO. He also reviewed his draft response to civilianization/privitization recommendations. They will be considered his budget session.

## COMMUNITY CORRECTIONS

1. Adopting guidelines for probation violators would be a major workload addition to the probation officers, without identified state funding.
2. Literacy grant can only be used for "prisoners" - those not living at home.
3. Need equipment and staff for proper computerization and ability to set outcome evaluation criteria.
4. Capital needs in radio and telephone.
5. Helping to pilot a safety action team with the police.
6. Sin tax increase would help fund services and sanctions increases, if it passes.

7. Board wants to explore caller ID process to make monitoring of probationers more effective.

8. Board interested in adding housing and subsequent employment opportunities to community corrections focus.

#### DISTRICT ATTORNEY

9. Some successes with alternatives to prosecution/detention - STOP and domestic violence programs.

10. Interested in state legislature passing juvenile remand bill for certain offenses.

11. May need to cut sentences by 15% to deal with state cuts.

12. Philosophical concern with federalization of prosecution, but as a practical matter, it is essential given limited local resources.

13. Ideally, would like to expand neighborhood DA program, have dispute resolution centers in communities, deal with property and white collar crimes.

14. Potential help from the federal government in the areas of community policing, drug treatment, rehabilitation and education, but too early to tell.

#### HEALTH

1. National changes will impact medical and dental care provision. Major policy issue with possible formal relationship between County and OHSU. Formalize our referral process from primary care clinics to specialists.

2. Schedule a briefing on EMS, Physician Supervisor. Some thought of waiting until the entire EMS plan ready to come to the Board and deal with issues together.

3. Medical Examiner. Vague state statute. Unclear county v. state responsibilities. May be a target of both state and county cuts. Clarity needed.

4. Health will ask Board to consider transferring funds from other school clinics to develop middle school clinics in the Roosevelt cluster. Board desires periodic updates on progress of joint project with the state at Roosevelt.

5. Access a key issue for Health. 1 out of 4 client visits are interpreted now.

6. Three facilities issues will be dealt with later. Board interested in an overall facilities plan.

## SOCIAL SERVICES

1. Exploring managed care model for mental health services.
2. Plan to bring forward a comprehensive CYSC committee, using staff to each of six countywide districts to develop Integrated Services System.

## MENTAL HEALTH

1. County may assume a more aggressive posture towards selecting providers and doing utilization review. Because of state "drawdown" (whereby the state reduces funding to county as medicaid costs rise), it is in the county's interest to insure that providers are making most efficient use of medicaid dollars.

## AGING

1. Proposal being considered that would raise the fee per bed from \$20 to \$90 for Adult Care Home program.
2. Looking at options for colocation of mid county senior center.

## JUVENILE

1. Need to identify funding for staff to operate programs with the new beds at facility for treatment and shelter. Casey Foundation money is a possibility for the latter.
2. Interested in pursuing HB3438, depending on state assurances on continued funding.
3. Dependency in crisis. County need to determine whether it should still play a role and if so, how to staff the service adequately.
4. Concern about continued state funding for our downsizing effort. If that does not work out, County needs to reconsider its assumption of the responsibility.

## HOUSING AND COMMUNITY DEVELOPMENT

1. Dealing with the loss of \$1 million (of \$4 million) in state and federal revenues. Trying to improve coordination with other jurisdictions, but they are losing money also.
2. May attempt to use additional CDBG money for social services (rather than public services)
3. Would like to form partnership with other jurisdictions to promote Hispanic access to services at community services agencies.
4. Trying to link services with housing at HAP. HAP has lost funding over the years for services that might have helped maintain people in their units, rather than having them evicted.

5. Quicker return of tax foreclosed properties to the tax rolls.

6. HCD will pursue replacement funds for the Homeless Action Fund.

7. Board interested in results of Contracting Task Force deliberations and Department evaluation of how well decisions to contract out have worked out. Will try to build in performance based contracting, performance objectives in program budgets, and an evaluation component for contracts.

#### LIBRARY

1. Board will discuss response to Library Board concerning their request for clarification on their role.

2. Plan for branches and proper utilization underway. Who are we serving and where do they live? Board desires early input from the neighborhoods to help think through how best to provide services in the branches.

#### ENVIRONMENTAL SERVICES

1. Parks/Expo will be discussed on 2-10-93.

2. Animal Control may be reviewed as a potential Resolution A issue. Animal Control Advisory Committee may be the appropriate forum to discuss potential ways to fund or cut services.

3. Roads issue will be revisited following budget discussions. Morale issue a concern at both Animal Control and Roads. Need to come to closure.

4. Board expressed interest in revisiting issue of county planning function being linked to cities or Metro. Concern about proposed cutbacks in those budgets, but possibilities of improved service may be there anyway.

#### MANAGEMENT SUPPORT

1. Most critical issues overall are maintaining the ability to provide adequate services to County programs and the ability to insure accountability and compliance requirements.

2. Chair McCoy would like to discuss the infrastructure issue with the Board. Hank passed out resolution 88-61 relating to the Board's direction in this area.



3. Management Support would like to develop a workload indicator which would assist the Board in making decisions about the proper level of funding for support services (i.e. Employee Services, Finance, Planning and Budget, Risk Management, Purchasing, Labor Relations). Employee Services operates at 1:120. Developing those indicators may assist in determining the proper expectations of workloads.

4. Other support services outside of MSS include Facilities Management, Motor Pool, Data Processing, Telecommunications.

5. Finance will respond to Auditor's report within six months. Finance is developing a Financial Management Plan, combining a number of existing and new policies.

6. Commissioner Collier requested examination of the following issues:

- a. performance evaluations in budget instructions for next year
- b. indirect costs for grants
- c. interest based bargaining
- d. using hearings officers, rather than the court, to reduce costs and provide quicker, more personal response of complaints within MCSO
- e. Earthquake standards - examine Metro disaster preparedness plan
- f. Board of Equalization

7. Dave Boyer continues to work with the City of Portland on more uniform administration of the BIT/BLT. A report will be forthcoming in the next few months.

#### SUMMARY

1. Commissioner Saltzman requested an opportunity to discuss "big picture structural reforms" at a retreat. Items mentioned include four day work week for some services, Xmas furlough, rethinking the county benefits package and perhaps include copayments for medical insurance.

2. Commissioner Collier wanted to reexamine the mission statement soon.

3. Commissioner Kelley requested input on the strategic plan for Public Safety.

4. Managers were thanked for their excellent preparation for the retreat and expressed appreciation at the opportunity to hear the overview of issues.