

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Adopting)	
in Principle, or Agreeing to)	
Explore Further, Twenty (20))	RESOLUTION
Resolutions of the Citizens)	93-80
Convention; and Commending the)	
Efforts of the Citizens Convention)	

WHEREAS, the Citizens Convention was established (Ordinance 714) to "review and evaluate the delivery of services of all governments within Multnomah County in an effort to provide the greatest efficiency and avoid costly duplication of governmental services."

WHEREAS, as directed by the Ordinance, the County has forwarded the recommendations of the Citizens Convention to the Governor, the Multnomah County members of the Oregon Legislative Assembly, and other units of local government.

WHEREAS, the Board is also directed by Ordinance to "either refer the legislative action to the voters, adopt the recommendation, or pass a Resolution containing findings that the recommendation will not improve the efficiency, economy, or effectiveness of the delivery of governmental services within Multnomah County".

WHEREAS, on November 21, 1992, delegates to the Citizens Convention met and considered the recommendations of twelve subcommittees. The Convention adopted 22 resolutions.

NOW, THEREFORE, BE IT RESOLVED, that the Board of County Commissioners adopts in principle or agrees to explore further the twenty resolutions listed below, and explains its support in Exhibit A.

ADOPTED RESOLUTIONS
WITH EXPLANATORY REMARKS

1. Admin/Labor Relations Commission. #2 General Government Operations
2. Cable Television Regulation
3. Education/Libraries #3 Stable Funding
4. Elections
5. Health and Human Services and Mental health
6. Law Enforcement and Corrections #1 Consolidation
7. Law Enforcement and Corrections #3 Jail Beds
8. Minority Report Law Enforcement and Corrections
9. Parks and Recreation #1 Transfer to Metro
10. Parks and Recreation #2 Expo Center
11. Planning and Zoning #1 Citizen Assistant
12. Planning and Zoning #2 Citizen Involvement
13. Planning and Zoning #4 Organizational Chart
14. Road and Bridges #1 Transportation Planning
15. Road and Bridges #2 Bicycle Master Plan
16. Road and Bridges #3 Sharing Equipment
17. Taxes and Assessment Subcommittee #1 Tax Foreclosed Properties

18. Taxes and Assessment Subcommittee #3 Process for Change
19. Water, Sewer, Environmental Services and Fire #2 Little Sandy River
20. Water, Sewer, Environmental Services and Fire #3 Natural Areas

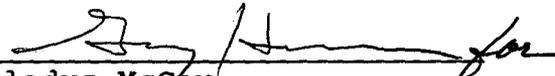
THEREFORE, BE IT FURTHER RESOLVED, that the Board commends the efforts of the citizens involved in the Citizens Convention and appreciates their efforts to improve the quality of services provided in the County.

ADOPTED THIS 18th DAY OF March, 1993.

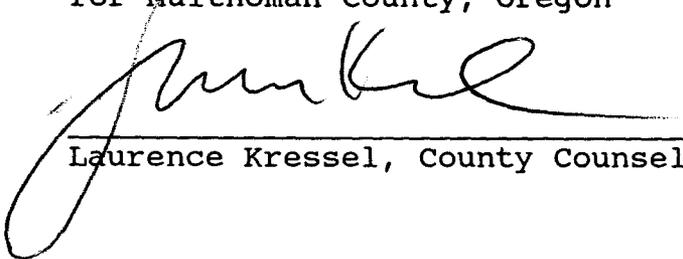
MULTNOMAH COUNTY, OREGON



By


Gladys McCoy
Multnomah County Chair

REVIEWED:
LAURENCE KRESSEL, COUNTY COUNSEL
for Multnomah County, Oregon


Laurence Kressel, County Counsel

Resolution Administration/Labor Relations Committee

We make the following recommendations to all branches of government.

CITIZEN INVOLVEMENT/PEOPLE

1) Take people into account in planning activities, rather than placing theories or technical/financial arguments first.

Citizens deserve and want to be involved at the front end in decision making activities, not simply heard in a "public hearing" at the conclusion of a governmental process.

Government should make every effort to include citizens who hold no vested interest in or have no relationship to matters under discussion on all of its planning groups and should evaluate individual and social impacts before considering other factors.

2) Greater citizen involvement at all levels.

In the sixties and seventies, citizen efforts resulted in creation of citizen advisory committees and public hearings requirements. Many of these creations have been co-opted by the government.

Citizens should be included at the front-end of all government decision making activities as part of the planning group. These citizen advisors should be appointed by independent citizen organizations and not by elected officials or bureaucrats.

3) Create ongoing process for Citizens Convention planning and implementation. The Convention process itself should be restarted once every seven years (perhaps, tied to the Charter Review process). This will provide for regular, periodic citizen review of their government services.

PROCESS

1) Create a process to manage change. Communicate, coordinate, cooperate and consolidate when feasible.

While local governments have separately determined efficiencies and economies, no plan exists for the deliberate consideration of interjurisdictional changes leading to improved services at lower cost. Turf issues prevent a strong collective effort to manage the change process in the public interest.

2) Support zero-based budgeting - eliminate sacred cows, review government activities on a five year schedule for relevance, need, etc.

Each program of local government should be regularly scrutinized for continued relevance. Sunset provisions should apply to every program and functional area. Lack of regular ground up

review often results in long-term investment for low productivity. If a program cannot justify its right to life, it should be terminated.

3) Create economies of scale - don't combine for the sake of combining.

Each service should be reviewed for the optimum service economy and productivity. There is tendency in government as elsewhere, to reach out and "grab" for extra authority, market areas. These impulses are not sensible by themselves, but must be evaluated in light of impact on individuals and communities and the ultimate cost and value of the service to be provided. It is unreasonable to suggest merger of local street services when areas of the county vary so widely in need, but it is reasonable to suggest merger of administrative activities shared by two or more agencies wherever such activities are duplicative in nature.

4) Support the Tax Supervising and Conservation Commission as a citizen managed oversight of government spending, including public corporations.

This existing agency deserves public support and encouragement as the only citizen managed taxing oversight body in the county. Its functions should be encouraged and expanded, with careful attention to the appointment process which should favor citizen nominations over those special interests of government-interested individuals.

It is noted that Governor Robert's Task Force on Local Government Services proposed three public corporations (Roads, Mental Health and Purchasing) which would not be accountable to the TSCC. the citizens Convention takes strong issue to creation of any public entity which attempts to divorce itself from this responsible and responsive public oversight body.

5) Insure government wages and benefits are reflective of local private sector economy, rather than compared with other government examples.

There is a tendency in government bargaining to compare local government wage and benefits scales with "comparable" cities which often include examples from Southern California, Colorado, or Washington, and smaller east coast municipalities/counties.

All things being equal, all things aren't equal in this far flung search for comparable wages and benefits examples. The local private sector economy forms the only valid foundation for local government cost of living discussions. Government would do itself a favor if this apparent anomaly in determining wages and benefits was corrected.

ADMINISTRATION

1) Flatten top of administration in government. Protect service at the street level.

Organizations and departments heavy in administrators and supervisors should be cut back. But, do not cut back the workers who provide the service. Privatize as possible and use

privatization as a "cudgel" to encourage greater productivity in government workers.

Private enterprise is flattening its administrative hierarchies regularly in the present economic environment. Government, as usual, has been slow to follow this example, preferring to seek new revenue to continue to support poorly evaluated functions and programs.

Look at the layers of management - how many, how full? See when units were created and whether the function is still required. find out what is done and whether it is still important/necessary. combining functions can help to flatten administration as well.

2) "Tell" government to "knuckle down" and do the work. Establish incentives for administrator's performance and penalties for non-performance.

Establish performance guidelines and standards, including regular performance evaluations tied to documentable goals. Follow through on both reward and penalties as warranted. Hold top administrators accountable for performance of their subordinate administrators' performance.

Explore possibility of term limits on administrators. The permanent government vested in the bureaucracy will become more responsive if their leaders are held to a strict standard of accountability based upon demonstrated and documentable performance. but, in any event, no administrator should become so identified with their functional area that they themselves become institutions.

3) Encourage participatory management, including in planning activity.

One method of achieving optimum input in planning and implementing work is to involve all levels of the organization in decision making. Private enterprise is increasingly using this method to achieve greater efficiency and results.

Participatory management is like community policing in its dependence on a philosophical environment to support its success. From the top down, each layer of hierarchy must be included in decision making as an expected and valued resource. Anything less is lip service.

Organizations most often run into difficulty when the decision making is controlled in too narrow a loop - either a single strong willed administrator, or an oligarchy of a few empowered individuals. Such decision loops are constricted and often lack important information which opening the loop would provide.

Oftentimes, the best solution to a given problem is provided by the individual providing the service, not by his or her administrative superior. Information tends to deteriorate as it moves upward through bureaucracies.

4) Clarify jurisdictions - who does what?

Establish and clarify which jurisdiction or department provides each service. Sole source providers are preferred whenever possible to avoid confusion in access and to provide greater accountability. Eliminates duplication and over-lapping of service.

Resolution A began this process, but since it applies primarily to Multnomah County and the cities of Gresham and Portland, Resolution A does not go far enough. It is important that all local governments compare service levels and public need as expressed by their constituencies and then discuss the possibilities of combined, lower cost, improved local services for the benefit of the largest number of citizens, regardless of jurisdictional turf issues.

- 5) Reward workers for improvements, suggestions, savings, etc. Genuine rewards for improvements, savings, etc. should be part of each jurisdiction on going efficiency and economy measures. Too few government jurisdictions acknowledge worker contributions, or encourage them. The workers are a largely untapped source of cost saving and service improvement ideas which are now unused.

VISION

Re-invent local government - if we started from scratch, what would we build.

Local governments should collectively convene a committee to review local government services - in the light of modern technology - to develop models which will most benefit the citizens in providing the public services they require.

This is envisioned as a "think tank" committee utilizing a variety of expertise, including academic, business and professional, citizen and futurist members, as well as, elected officials and bureaucrats.

Local government should be a mechanism for exploring innovations and improvements on a regular basis, but depends instead upon serendipity and the good fortune to occasionally hire innovators. This should be regularized in the public interest to encourage the planned development of new patterns and methods of service delivery.

RESOLUTION CABLE TELEVISION REGULATION

The Citizens Convention recommends that the jurisdictions create, through an intergovernmental agreement, a cable regulatory commission, named the "Consolidated Cable Communications Commission," which would administer and enforce cable television franchise agreements throughout Multnomah County.

The Citizens Convention further recommends the following mission statement for the Commission:

The mission of the Consolidated Cable Communications Commission is to enforce and administer cable television franchise agreements for the Jurisdictions of Portland, Gresham, Troutdale, Fairview, Wood Village and Multnomah County; to oversee contracts for community access television and for other public service obligations of the franchises; and to act as a source of information and advocacy on matters relative to cable communications for the member Jurisdictions and their citizens.

The Commission would have full enforcement authority and would serve an advisory role to the Jurisdictions in franchise issuances, renewals, revocation, extensions, amendments and change in control. The Commission could issue violations and penalties in the event a cable company failed to meet franchise obligations. However, the Jurisdictions would retain discretionary review over those Commission decisions.

**RESOLUTION #3
EDUCATION AND LIBRARIES**

Whereas, a community's livability and quality of life are determined by the availability and accessibility of social, cultural and educational institutions; and

Whereas, the public library is an institution that offers all people in this community equal access to information services; and

Whereas, the Multnomah County Library system should be open more hours, be properly staffed and provide enhanced services in a safe and adequate environment,

Be it resolved that the Board of County Commissioners be charged by this convention with the task of providing adequate, stable funding -- from the County General Fund or elsewhere -- for a quality Multnomah County Library system.

RESOLUTION ELECTIONS SUB COMMITTEE

We make the following recommendations to the Multnomah County Elections division.

We urge the County in its capacity to request of the state the necessary legislation required to expand the present system of "vote by mail", a method currently used only for elections other than primary or general. We would like to see the use of modified "vote by mail" system for all elections. As an early transition step, we encourage the County to allow voters to submit their absentee ballots at their respective polling places on election day, rather than submitting them only at the County Election Division.

While in Salem, we think the County should also make the necessary arrangements with the State in order that their respective monies may be combined to create one state/county voters pamphlet, rather than the current publication of two separate pamphlets.

Somewhat more limited to the county's jurisdiction, realizing that input from the State may still be necessary, we encourage the Multnomah county Election Division to expand its use of the United States Postal Service change of address cards for updating voter registration lists. Currently, if a registered voter changes address, the Election Division is informed of the change by the United States Postal Service, the voter is canceled from the registration list and is notified that they must re-register. We feel, as does the County Election Division, that the voter should be automatically re-registered.

Realizing some or all of these suggestions are not original to the Citizens Convention sub-committee on elections, we respectfully submit them as a show of our support to the continuing innovative and technical advances of the Multnomah County Elections Division.

JOINT RESOLUTION
HEALTH AND HUMAN SERVICES SUBCOMMITTEE
and
MENTAL HEALTH SUBCOMMITTEE

Whereas, Multnomah County is the major governmental entity equipped and empowered to deliver health and social services to the residents of Multnomah County; and

Whereas, providing health and social services is crucial to the well-being of the community; and

Whereas, the diverse population has differing needs; and

Whereas, the State of Oregon has proposed recommendations for a tri-county public corporation to administer and provide mental health services;

Be it resolved that: we state our opposition to this plan and instead recommend the Multnomah County Integrated Human Services System. It is our decision that in order for this concept to be successful that members from the community representing the proposed six community service districts be involved in the integrated human services planning team, as well as, any appropriate work group.

Therefore be it further resolved that: In order to meet the needs of residents of Multnomah County, the Board of County Commissioners establish short and long term goals to balance the distribution of revenues, between preventive and treatment programs, in delivery of services in the Health, Social Service and Youth Service areas.

Therefore be it resolved that: Health and Social Services be provided in such a manner as to eliminate duplication of services through; 1) Co-location and/or more intensive use of existing facilities whether owned by the County or not e.g. hospitals, schools and community centers, etc. 2) Implement the Integrated Human Services System.

Therefore be it resolved that: In order to insure quality outcomes for clients of Health and Social Services Departments we propose; 1) Services be provided by Multnomah County employees who are required to meet the highest standards of service. 2) Where special needs occur and Multnomah County cannot provide the services, contracts may be secured and those contractors will be required to employ personnel with the same minimum qualifications as would be required if they were Multnomah County employees. 3) Contractor Performance Evaluations will be conducted on a regular basis with County incentives and sanctions and shall be stipulated as part of the Request For Proposal (RFP) process.

RESOLUTION #1
LAW ENFORCEMENT AND CORRECTIONS COMMITTEE

Whereas, the personal safety and well being of every citizen in Multnomah county is a fundamental right and,

Whereas, the citizens feel that those involved in law enforcement decision making should have the public safety as their highest priority, and,

Whereas, the citizens and police will work together to enhance public safety, and,

Whereas, There will be some initial start up costs, but long run savings and benefits for all agencies in Multnomah County.

Therefore, be it resolved that: The safety of the citizens of Multnomah County will be enhanced by consolidation of all sworn police personnel into one agency under an elected official with a non-partisan board, elected by districts, and a tax base roughly equivalent to the amount currently being budgeted by the agencies being consolidated.

Be it further resolved that: the elimination of redundant efforts by the agencies will have a significant cost saving benefit to the taxpayers.

RESOLUTION # 3
LAW ENFORCEMENT AND CORRECTIONS SUBCOMMITTEE

Whereas, the law enforcement committee recognizes its obligation toward optimum public safety for its constituency; and

Whereas, the committee is cognizant of the public outrage concerning the uncalled for crimes committed by convicted criminals who are set free before their sentenced time expires;

Whereas, the lack of adequate jail space in Multnomah County has been a continuing problem since the closure of Rocky Butte Jail in 1979;

Therefore, be it resolved: That the Citizens Convention proposes to the Multnomah County Commissioners that the number of jail beds sufficient for optimum citizen protection be assigned as one of its top priorities; and

Be it further resolved: That the County Commissioners work with the State to enhance the efficiency and effectiveness of our justice system; and

Be it further resolved: That no jail space be leased to other jurisdictions until all needs for confinement of dangerous criminals from Multnomah County and the cities within Multnomah County are met and maintained.

RESOLUTION # 4
MINORITY REPORT OF
LAW ENFORCEMENT AND CORRECTIONS SUBCOMMITTEE

Whereas, we, as a society, establish laws and institutions to enforce them in order to protect and maintain the public safety and to secure the rights of the individual; and

Whereas, inappropriate, incompetent, and abusive use of authority by police and penal personnel not only harms the person injured, but also undermines the law enforcement agency as a whole and is a burden on the taxpayer in cases where money is paid out to compensate injured parties; and

Whereas, as citizens in a democracy, we delegate the tasks of policing and corrections to public servants, but we retain ultimate responsibility for the policies and actions taken on our behalf;

Therefore be it resolved: That the Citizens Convention calls upon the Multnomah County Commission to establish, and create the structure for, a civilian review board, or boards, to review the policing and corrections functions of the Multnomah County Sheriff's Dept. at present, and, in the event of city-county consolidation or other reorganization, to review whatever agency(ies) may serve those functions for the county in the future.

Be it further resolved that the members of such civilian review board should be appointed from the community by the same elected body that authorizes the law enforcement agency's budget. It shall be the duty of the board to receive complaints directly from citizens regarding alleged misconduct by personnel of the county law enforcement agency and also alleged misconduct by employees of private security companies under contract to the county. The board shall have all of the powers necessary to investigate and review charges. In cases where misconduct is proven, the board shall recommend appropriate discipline. The board may also recommend changes in training or policy.

**RESOLUTION #1
PARKS AND RECREATION SUBCOMMITTEE**

Be it resolved that any consolidation of the Parks Division Department of Environmental Services for Multnomah County with any government be done with citizen involvement at the decision and negotiation level with at least 3 volunteer citizen participants, and that the end product shall result in a government to run the parks that is readily responsive to its constituents. It is the recommendation of the Convention to the Board of Commissioners that this issue shall be placed before the voters at the first appropriate election; and

Because the Multnomah County Parks Services Division considers the following goal to be vital: to restore and protect the region's natural area systems and connecting corridors; and

Because the region's natural area systems and connecting corridors cross county and political boundaries; and

Because the counties most immediately involved in the region's natural area systems and connecting corridors are Multnomah, Clackamas and Washington counties, thus forming a tri-county region; and because the most effective strategy to manage this region's natural area systems and connecting corridors is through a single managing body that represents all 3 counties, and that has no mission other than to restore and protect the tri-county natural area systems and connecting corridors;

Be it further resolved that Multnomah County examine and work toward the development of a regional park system that will be the cooperative efforts of Multnomah, Clackamas and Washington counties and whose sole responsibility will be to restore and protect this region's natural area systems and connecting corridors.

RESOLUTION #2
PARKS AND RECREATION SUBCOMMITTEE

Whereas, quality and cost effective maintenance of Multnomah County parks and Pioneer Cemeteries is paramount; and

Whereas, employees may be displaced through active budget manipulation to attain said maintenance; and

Whereas, the Exposition Center is a center of relaxation and recreation; and

Whereas, the Exposition Center generates a fiscal base,

Therefore be it resolved, that the Expo Center be turned over to the Park Division of Environmental Services Department and that all displaced employees be reassigned jobs of relatively equal value.

**RESOLUTION #1
PLANNING AND ZONING SUBCOMMITTEE**

Because:

1) A significant number of private citizens and small business people at issue with the administration of land use, zoning and building requirements could probably have these issues resolved under existing policies, practices and procedures - if they were able to master them.

2) The administration of these laws has become so complicated that many taxpayers they are intended to serve find it impossible to address them in an economical, efficient and effective manner.

Therefore, we recommend a "citizens assistant" function be funded by the County and cities to help the citizen address this labyrinth. This function should be that of a coordinator, organizer and interpreter -- not an adversarial attorney. The goal would be to reduce those tasks to human scale, bite sized chunks and guide the citizen through the process. If relief is not accomplished, the aggrieved should receive a cogent description of the remedial actions left to the aggrieved. We also recommend a separate "hot line" number to be available to the citizenry.

RESOLUTION #2
PLANNING AND ZONING SUBCOMMITTEE

Given that the residents of a locality are the people that are most effected favorably or unfavorably by any changes to that locality, and given that the present zonal procedural system has hurt such people as perceived by these people themselves (e.g. the reassignment of zones from a lower density to high density), and that given that the philosophy of our form of government is one in which the authorities are the servants of the people:

We therefore recommend that 1) Citizen involvement be procedurally encouraged; and 2) public meetings be conveniently scheduled; and 3) Neighborhood associations be timely informed of hearings.

RESOLUTION #4 PLANNING AND ZONING SUBCOMMITTEE

Whereas, the citizens of Multnomah County often encounter uncertainly and frustration in identifying and contacting the governmental entity (or entities) responsible for assisting them in their inquiries and in the conduct of their business, both public and private; and

Whereas, this uncertainty and frustration is due in significant measure to the number of political subdivisions existing within or affecting Multnomah County, and to the division of their responsibilities by geographical boundaries (including Urban Growth Boundaries) which are unknown with precision by the citizens of Multnomah County; and

WHEREAS, the publication of an organizational diagram of the Multnomah county Government (clearly showing services provided by each subdivision and office, and the geographical boundaries within which Multnomah County is responsible for providing such services) would assist the citizens in the making of their inquiries and in the conduct of their business.

Be it resolved that the Multnomah Board of County Commissioners cause to be published an organizational diagram of the Multnomah County Government in a place and in a manner as set forth below for the information, use and convenience of the public:

- (1) The organizational diagram should show:
 - a) the chain or line of responsibility connecting each governmental subdivision or office with any superior subdivision, clearly defining a line of responsibility to the level of the Board of County Commissioners;
 - b) all existing subdivisions, together with their telephone numbers, in the boxes of the diagram;
 - c) a brief description, if feasible, of the functions and responsibilities of each subdivision;
 - d) an 'Information' office or section, with telephone number listed, to assist the public in identifying and contacting the subdivision responsible for addressing the particular concern of the citizen caller;
 - e) the names and telephone numbers of existing Citizen Involvement Organizations, Steering Committees, Advisory Committees and similar entities with a brief description of their functions and responsibilities, as a separate inset on the diagram page;
 - f) the particular responsibilities of the Multnomah County Auditor;
 - g) such other information as shall be deemed of particular use to the inquiring public, and which may be included without interfering with the clarity of the diagram.

(2) Publication, of this diagram, should be made in a place affording its widest possible dissemination and its continuing availability and accessibility over time, considering the means of the County. In descending order of preferred placement, the following placements are suggested:

a) in the telephone directory for Multnomah County, in the EZ section of the directory. Prominent mention of the publication's location at that place should be made in the usual place of listing Multnomah County offices and telephone numbers;

b) periodically, in a daily publication in general circulation in Multnomah County;

c) periodically, in a weekly publication in general circulation in Multnomah County;

d) periodically, in county publications to be furnished to the public libraries i.e. the Conduit, etc.

(3) The organizational diagram should include a detailed map of Multnomah County which clearly and accurately displays the geographical areas within which the County provides services through its subdivisions and offices shown in the organizational diagram. The map should show (by street and road designations for reference) those areas in which the County does not provide services, and should indicate which political subdivision of the State of Oregon (municipality, district, commission, port authority, etc.) is responsible for providing services within those areas. The map should show existing Urban Growth Boundaries, and by explanatory note should indicate the responsibilities of Multnomah County and of other political subdivisions for the provision of services in the various geographical areas displayed by the map. The map should be an integral part of the publication of the organizational diagram.

(4) (a) The organizational diagram and accompanying map should be updated regularly for the accurate information, use and convenience of the public.

(b) Multnomah County should request contributions from municipalities and other political subdivisions of the State existing within or affecting Multnomah County's provision of services in, Multnomah County, to defray costs of publication. The County should emphasize the benefit furnished to such political entities, and to their citizens, in the publication of the diagram and map.

**RESOLUTION #1
ROADS AND BRIDGES SUBCOMMITTEE**

We recommend that, in making transportation decisions, hereafter, Multnomah County officials can best serve constituents by carefully studying every alternative for fulfilling needs; by calculating all of the costs attributable to adopting each alternative - not merely those costs which up to now have been delegated to the users of each technology. Particular attention should be given to space consumption. Far more extensive applications of railway technology are warranted.

RESOLUTION #2
ROADS AND BRIDGES SUBCOMMITTEE

We recommend that the County continue with an aggressive program for bicycle path construction.

**RESOLUTION #3
ROADS AND BRIDGES SUBCOMMITTEE**

We recommend that the County coordinate with the City of Portland and the State for the mutual utilization of road equipment to as great an extent as possible.

**RESOLUTION #1
TAXES AND ASSESSMENT SUBCOMMITTEE**

Whereas, non profit Community Development Corporations in Multnomah County are created for the general good of its citizens by providing medium and low cost housing;

Whereas, Multnomah County receives foreclosed real property that it has difficulty disposing of;

Be it resolved, by the Multnomah County Citizens Convention, that we recommend that real property which has not been sold after its initial auction may be transferred to a non profit Community Development Corporation or non profit Community Land Trust. Such organization must repair and maintain such property in good condition. Such organization must use these properties to provide housing to low or moderate income people and/or families.

RESOLUTION #3
TAXES AND ASSESSMENT SUBCOMMITTEE
(A Substitute Amendment, as further amended from the floor)

WHEREAS, duplication of services, either real or perceived, have an economic impact on a community; and

WHEREAS, multiple layers of government are hardships to companies doing business with the County; and

WHEREAS, Multnomah County is the umbrella over both incorporated and unincorporated areas; and

WHEREAS, the Citizens Convention delegates wish to promote the highest standard of livability with the County.

THEREFORE, BE IT RESOLVED, that all proposals for change are encouraged to include a statement of its impact on community growth. This should include a review of how such changes will support or enhance environmental standards; support or enhance public safety and convenience; support or enhance service delivery; support or enhance funding for those services which the community deems necessary and/or desirable.

Proposals for change are encouraged to include measurements of accountability; measurements of cost; measurements that show economies and/or efficiencies are achieved by means other than by reductions in the health, safety, welfare or benefits of the workers.

Proposals for change shall be subject to community wide discussion and shall include a process for ratification by the public; and

BE IT FURTHER RESOLVED, that proposals for change are encouraged to provide a process for resolving potential conflict among affected parties such as; 1) elected officials; 2) labor organizations; 3) management structures; and

BE IT FURTHER RESOLVED, that proposals for change are encouraged to provide rationale for determining which services are best delivered by which of the three key sectors: 1) public; 2) private; 3) quasi-public; and

BE IT FURTHER RESOLVED, that proposals for change are encouraged to contain transition plans for displaced workers. It is the recommendation of the Convention to the Board of County Commissioners that this issue shall be placed before the voters at the first appropriate election.

**RESOLUTION #2
WATER, SEWER, ENVIRONMENTAL SERVICES
AND FIRE COMMITTEE**

Whereas, the residents of Multnomah County require a reliable, continuous, clean source of drinking water; and

Whereas, the Bull Run Watershed and buffer zone has, until recently, produced a clean, dependable source of water for Multnomah County; and

Whereas, Multnomah County needs to be a participant with the City of Portland to obtain adjudication water rights to the Little Sandy River; and

Whereas, the Oregon Legislature passed an act in 1989 requiring all contested water rights to be in the adjudication process with the Oregon Water Resources Dept. by Dec. 31, 1992;

Whereas, the Portland Water Bureau and its customers are dependent on the Bull Run Watershed as the only reliable water source; and

Whereas, the Bull Run Watershed is made up of the Bull Run River, its tributaries, and the north and south fork of the Little Sandy River, and was set aside by presidential proclamation in 1892 as the public domestic water source; and

Whereas, Portland water users cannot rely on the Columbia and Willamette Rivers or the East County well system as a dependable source of water because of radioactive and chemical contamination; and

Whereas, Multnomah County has an obligation to protect its residents from growth that destroys our ability to plan for adequate use of our natural resources which are vital to our livability; and

Whereas, Portland General Electric Co. had made known its intent to obtain control of the Little Sandy River water rights by adjudication proceedings; and

Whereas, Multnomah County must limit growth and strictly enforce urban growth boundaries to conserve and protect our drinking water supplies; and

Whereas, our congressional representatives, city council commissioners, and the Governor of Oregon have all supported the need to protect our water supply; and

Whereas, the Little Sandy River is an obtainable supply of clean water; and

Whereas, time is of the essence to obtain the water adjudication rights from the State of Oregon Water Resources Dept.; and

Whereas, the deadline to obtaining water adjudication rights from the State of Oregon Water Resources Dept. is Dec. 31, 1992;

Whereas, to ensure the livability and to protect the lifestyle of our Multnomah County residents, now therefore,

Be it resolved by the Multnomah County Citizens Convention, that we, the citizens of Multnomah County, present this mandate: To take the necessary steps, in cooperation and coordination with Federal, State, and the City of Portland, representatives, by condemnation, acquisition, legislation or ordinance to acquire the Little Sandy River water rights and any other reliable, pristine water source for the citizens of Multnomah County.

**RESOLUTION #3
WATER, SEWER, ENVIRONMENTAL SERVICES
AND FIRE SUBCOMMITTEE**

Whereas, urban natural areas wildlife habitat and open spaces are essential to our quality of life; and

Whereas, the State has directed through land use planning goals numbered 1, 5, and 8 the creation and maintenance of habitat, natural areas and recreational lands; and

Whereas, the opportunity presents itself now, prior to the population increase of the Metro 2040 plan; and

Whereas, interest rates are at a low point and the Metro Charter has been approved, the timing to introduce a small bond measure is soon; and

Whereas, the Metropolitan Service District already has a regional "Greenspaces" plan enacted; now therefore,

Be it resolved by the Citizens of Multnomah County, that the Board shall take and/or endorse any and all reasonable steps to acquire, zone or in any other way facilitate the creation of urban natural areas: re. County ordinance #90-57. To educate the public on these issues. To work with the State, Metro, and City governments to develop a regional approach to parks, habitats, and natural areas. And to consider the possibility of consolidating the Parks Division with the Metropolitan Service District.

Be it also resolved, that any consolidation of the Parks Division of Department of Environmental Services with METRO, be done with citizen involvement at the decision and negotiation level with at least 3 volunteer citizen participants.

ADOPTED RESOLUTIONS WITH EXPLANATORY REMARKS

(Resolutions not adopted by the Board are marked with an asterisk * and are in the Board's Resolution In the Matter of Making Findings in Response to Recommendations of the Citizens Convention)

Administrative/Labor Sub-Committee Committee on Governmental Review

RESPONSE #1

Admin/Labor Relations Comm. - General Government Operations

Citizen Involvement

1. The Board is committed to seeking opportunities to expand the role of citizens. The more inclusive budget process, approved by the Board at their December retreat, will provide an earlier, more comprehensive opportunity for citizen involvement in this very important process.

See attachment #1 (pages 9 and 10 from the Summary of the December retreat) regarding the budget process and CBAC involvement.

2. Finding greater opportunities for citizen involvement has been the responsibility of the Citizen Involvement Committee (CIC), established by charter amendment in 1984. The Board urges citizens interested in government issues to work through the involvement process established by the Citizen Involvement Committee. The Board will consider specific recommendations from the Citizen Involvement Committee to accomplish the goals we share.

Process

1. The Board believes that more than a process to manage change, we need the will to implement change. The new Board has renewed its determination to seek efficiencies and economies with other local governments. Multnomah County has been a leader in seeking to regionalize or transfer a variety of services to Metro. The Board has endorsed countywide solutions for many of the major services citizens expect.

2. The Board has adopted a program budget process which it hopes will lead to greater scrutiny and more accountability. If full "zero based budgeting" seems necessary, the program budget process will provide a more logical transition to zero based budgeting. While one person's sacred cow is other's core service, the program budget approach will lend itself to more rigorous examination of all county services.

See Order 93-4 relating to program budgeting passed by the Board on January 7, 1993.

3. The Board looks forward to renewing discussions with other local jurisdictions and taking a fresh look at cooperative agreements.
4. The Tax Supervising and Conservation Committee (TSCC) is a state mandated Committee with a mandated level of funding. The Board works with the Tax Supervising and Conservation Committee to coordinate budgets and proposed revenue measures.

See Resolution 92-210, passed by the Board on December 3, 1992.

The Board would like to examine the role of the TSCC, the functions it performs for local taxing districts, and how it might be used more effectively. The Board will schedule a worksession in the future to examine these issues.

5. The County cannot unilaterally set the comparisons used in labor negotiations. The criteria for comparisons are specified by state law. Fact finders and arbitrators traditionally give greatest weight to comparable public sector salaries in Oregon. As a consequence, the county and its unions traditionally look at other local jurisdictions in the area and the private sector for wage and benefit comparisons. When clearly appropriate, as for nurses in Health, the County relies very heavily on private sector comparisons.

Administration

1. In response to your suggestion that the Board flatten top of administration in government and protect service at the street level, the Board has made significant reductions in administration over the past two years, while largely protecting essential services. In striving to do that again this year, the Board has already adopted a hiring freeze, a cap on material and services spending, and a process to document and study management/employee ratios.

See Attachment #2 Memo (dated 2-19-92) from the Budget office detailing cuts made over the past two years. See also Orders Establishing a Budget Procedure for Deleting Vacant Positions (Order 93-20 and 93-5), Establishing a Cap on Spending for Fiscal Year 1992-3 (Order 93-6) and Establishing a Procedure for Monitoring Supervisor to Employee Ratios (Order 93-8).

2. In response to your suggestion that the County establish incentives for administrator's performance and penalties for non-performance, the County currently evaluates all managers, supervisors, and other regular employees not in a collective bargaining unit annually and determines merit increases based on those evaluations. The Board believes good managers are one of its greatest assets. Good managers are how policy gets implemented and how the county's workforce remains productive.

Specifically, the Board is interested in reviewing the current County personnel policy on employee evaluations and criteria for merit pay increases. The Board will consider these personnel issues during a worksession this summer.

3. In response to your suggestion that the County encourage participatory management, we believe this is already the operating norm within the county and will continue to be encouraged. To insure this philosophy is being encouraged throughout the county, the Board will adopt a statement in support of participatory management and encourage its use countywide.

Examples of how participatory management is currently being used within the county include the management teams that operate within most departments, the Library employee group assisting the Library Entrepreneurial Task Force and the Juvenile Department's sex offender unit.

4. In response to your suggestion that the County clarify jurisdictions, the Board has been involved in several efforts over the past two years to reach consensus on these issues. The new Board will develop positions on intrajurisdictional issues through its planning process and pursue these issues again this spring and summer.

The Board will develop issues for discussion with other local jurisdictions during a worksession this spring.

5. In response to your suggestion to reward workers for improvements, suggestions, savings, etc., the Board established an Employee Suggestion Committee that regularly brings employee suggestions to the Board.

During the past 15 months, eight suggestions have been adopted resulting in possible savings of \$60,000 plus other suggestions addressing employee health and safety and more efficient delivery of services. Employees have received rewards as a result of submitting the suggestions. See Attachment #3 Memo on Employee Suggestion System, dated 2-1-93.

VISION

1. In response to your suggestion that we "re-invent" government, the Board started reevaluating how the County does its business at its December retreat. A new budgeting process and program budget format were developed.
2. The Board plans to continue the retreat format and focus on short and long term planning.
3. In response to your suggest of developing a think tank, the Board believes that the Institute of Metropolitan Studies, of Portland State University, headed by Ethan Seltzer may serve as a model. While Multnomah County is unable to cut its programs further to contribute funding to such an effort, we will cooperate and participate fully in the work of the Institute.

RESPONSE #2

Cable Television Regulation

1. The recommendation has already been implemented. See Resolution 92-208, passed by the Board on December 3, 1992.

Education/Libraries #1 (see page 13)

RESPONSE #3

Education/Libraries #3 Stable Funding

1. The Board will pursue a serial levy and General Obligation Bond in May to assist in stabilizing library funding. The Library Board and the private sector has committed to extensive involvement and support of these campaigns.
2. The Board annually contributes in excess of \$4 million in County general funds to the operation of the library.
3. The Board has established a Library Entrepreneurial Task Force to study other ideas for increasing library revenues. The Board invites specific suggestions from the community.

See Resolution re Library Entrepreneurial Task Force, passed by the Board on January 14, 1993.

4. As noted, the Board has been an advocate for tax reform efforts that will stabilize not only funding for schools, but also state and local government.

RESPONSE #4

Elections

1. These suggestions are already proposed for policy or legislative changes in the 1993 State Legislature and they have our support.
 - a) Expand vote by mail to all elections. House Bill 2278 would require the primary election to be held by mail.
 - b) Allowing absentee ballots to be turned in at polling places is a policy change which the County will implement beginning with the next primary election. Vicki Ervin notes there is no legal barrier to changing this policy and most counties are moving in that direction. She says it increases access to the polls especially for elderly voters.
 - c) Combine state and county voters' pamphlets. Proposed in House Bill 2279.
 - d) Use US Postal records to automatically update the registration for a voter who has moved. This legislation will be introduced by the Interim Committee on Governmental Operations.

RESPONSE #5

Health and Human Services and Mental health

1. We agree with these recommendations which closely parallel the Integrated Services System strategy already endorsed by the Board.
2. We presently require high service standards and will continue working with and evaluate service providers to maintain those standards.
3. The Contracting Task Force will make recommendations regarding criteria that should be used in deciding whether to contract out services. We will have the opportunity to review services currently contracted to determine whether any changes are in order.

4. The County seeks to privatize when most appropriate. Often, the decision is made to make most effective use of limited resources. Requiring contractors to pay comparable wages would defeat part of the purpose of contracting out and may be both inappropriate and illegal. See Attachment #13 Draft Concept Paper on Integrated Services System
5. The Board has not been supportive in the past of establishing public service corporations to assume functions now performed by general purpose governments. However, the Board has not specifically discussed the recommendation of the Governor's Task Force on mental health. The Board will discuss how we administer mental health at a future worksession.

RESPONSE #6

Law Enforcement and Corrections #1 Consolidation

1. The County generally supports police reorganization efforts that lead to a more effective and efficient system. The specific proposal recommended here would create a separate layer of government, not linked to a general purpose government. The Board believes more effective and efficient restructuring can take place among the current general purpose governments.
2. When the Board last discussed this subject, they were in agreement with the Sheriff's desire to create a single agency. Since that time, two new members have joined the Board and Public Safety 2000 has issued its report. The Board will reconsider this issue at a worksession on February 3 and during its budget and planning process.
3. Since the issuance of the Citizens Convention report, an initiative petition calling for a single law enforcement agency has been filed. If successful, the initiative will be considered by the voters in 1994.

RESPONSE #7

Law Enforcement and Corrections #3 Jail Beds

1. The Board has and will continue to make adequate jail space, and effective management of the use of those beds, a top priority.
2. At the time of the construction of the Inverness Facility, the Federal Government paid for \$1,250,000 in construction costs. As a condition, the County entered into a 15 year agreement to lease 86 beds to the Federal Marshal to house prisoners involved in court proceedings in the Portland area. The net effect is to lessen taxpayer costs to transport prisoners to and from court proceedings.

3. In addition, the County has entered into an annual agreement to lease an additional 86 beds. In 1993-4, the marshal requirements are expected to decline and the number of beds leased under the annual agreement are expected to decline by perhaps 50 beds, as a new federal prison is opened. These contracts and their impact on the county budget and early releases from jail will be the subject of a Board worksession this spring.
4. Multnomah County is facing a projected deficit in excess of \$5 million for the next fiscal year. The decreasing reliance by the federal government will already impact our revenues. The effectiveness of county services will not be promoted if we cut even deeper by not continuing to use available federal revenue. Providing adequate jail space must be done within the fiscal constraints of the County's budget. Leasing some beds to the federal marshal on an annual contract provides a flexible revenue source to help balance that budget.
5. The Sheriff and the Board are concerned about the impact of state cuts which will limit the number of state beds available for serious offenders and will impact other aspects of the criminal justice system in the County, including Community Corrections and District Attorney.

RESPONSE #8

Minority Report Law Enforcement and Corrections

1. The Board has requested of the Sheriff a report detailing:
 - a) what the current process is
 - b) the number of complaints they have received in the past two years
 - c) the type of complaints they have received
 - d) the number they were able to resolve and the number that County Counsel had to become involved with
 - e) the report should include those complaints dealt with by Internal Affairs
2. The Board is exploring with County Counsel the potential for using a hearings officer format to facilitate prompt, efficient responses to citizen complaints.
3. Finally, the Board would like to discuss with the Mayor of Portland a uniform, consistent process for dealing with this type of complaint.

RESPONSE #9

Parks and Recreation #1 Transfer to Metro

1. The potential transfer of County parks and cemeteries, and the County Expo/County Fair to Metro has been the subject of extensive discussion, information exchange, and financial analysis. A basic set of consolidation principles has been worked out between the County and Metro.

The transfer will move these County services to a regional base, in recognition of their regional nature, and will lead toward the ultimate development of a Regional Parks and Greenspaces system, and a truly regional combination of facilities serving the major exhibition needs and the performing arts. The Board affirmed their intention to move ahead with this plan at a worksession on 2-10-93.

2. The Parks Advisory Committee will be involved in the process after the County gets a response from Metro to the County proposal.

RESPONSE #10

Parks and Recreation #2 Expo Center

1. The Expo Center has been a part of the proposed transfer to Metro. As part of that transfer, profits from the Expo Center would still be used to help support the operation of the regional parks. However, the Expo Center would not be managed as a parks facility.
2. By state law, all potentially displaced employees would be offered comparable employment.

RESPONSE #11

Planning and Zoning Citizen Assistant

1. This resolution proposes a "citizen assistant" to assist the public through the labyrinth of land use procedures. Multnomah County is facing a projected deficit in excess of \$5 million for the next fiscal year. We do not feel that the effectiveness of County services will be promoted if we cut even deeper to contribute funding for this position.
2. The Board is sympathetic with the complexity of the state laws governing land use and would like to simplify the system for citizens. Towards that end, the Board will reopen discussions with Metro and the cities to determine whether citizens would be more efficiently served through a merger of planning offices.

3. The Board and Planning Department will work with the CIC to develop a land use handbook with citizens and volunteers to help make the planning and zoning process more understandable.

RESPONSE #12

Planning and Zoning #2 Citizen Involvement

1. The Board endorses the desire to improve citizen involvement in planning.

RESPONSE #13

Planning and Zoning #4 Organizational Chart

1. Suggestions regarding additional publicizing of the County structure will be considered as part of the county's public information plan. Currently, an organizational chart of the County is included in the County Budget Document, which is available in the libraries. As part of the above mentioned citizen handbook, the Board will include a county organizational chart explaining the structure of the County.

RESPONSE #14

Road and Bridges #1 Transportation Planning

1. The County is interested in continuing to seek alternative means of transportation. The County currently incorporates alternative modes of transportation consistent with the regional plan. While the County is not responsible for light rail development, the County is active in assisting with plans for proposed projects.
2. The Board has in the past and continues to endorse the use of gas tax money for the development of alternative transportation modes.

RESPONSE #15

Road and Bridges #2 Bicycle Master Plan

1. This resolution supports the county policy as specified in the County Bicycle Master Plan and Program. The County will continue a strong program within funding limitations. A portion (1%) of the state gas tax money is spent on bicycle transportation enhancement. In addition, the County uses an additional portion of its road fund money to improve bike transport in the course of other road improvements.

2. Partially in response to citizen interest through the Bicycle Transportation Alliance, the County has pooled county, state and federal revenues to fund a study for making bicycle transportation more viable on the County and state owned bridges. A Citizens Advisory Committee of the Bicycle Accessibility Project has been formed. The Transportation Department will return to the Board with an implementation plan by the end of 1993.

RESPONSE #16

Road and Bridges #3 Sharing Equipment

1. The Transportation Department shares equipment between agencies on an informal basis to a large extent. The County also has mutual aid agreements with most jurisdictions to assist with emergencies and disaster response. The Board encourages additional efforts to share equipment with other jurisdictions. That policy will be incorporated into an Executive Order expressing the Board policy to share equipment whenever it is mutually beneficial to local governments.
2. Even greater efficiencies may be possible through consolidating or transferring all or part of the existing transportation departments in the metro area. Several proposals have been considered and will be review by the Board during a Wednesday worksession this spring.

The Board is committed to a more effective, efficient transportation system for the region and has made setting policy in this area a priority.

A voters' initiative may appear on the ballot, if sufficient signatures are collected, requiring the County to transfer its roads inside a city's jurisdiction upon city request and without the County holding a hearing. The initiative also would require the County to transfer road maintenance equipment, personnel, and road funds at no cost to the city. The ballot measure would not require cities to maintain common road standards.

RESPONSE #17

Taxes and Assessment Subcommittee #1 Tax Foreclosed Properties

1. Under ORS 272.330(2) and Ordinance 672, the County has a mechanism to transfer specific tax foreclosed properties to non-profit housing agencies to provide low income housing. This mechanism has provided non-profit housing agencies with over 125 sites in the past two years. There is no statutory authority for transfers for medium cost housing. If the county waited until after the public auction, almost no usable property would remain for transfer.

RESPONSE #18

Taxes and Assessment Subcommittee #3 Process for Change

1. If the process for change refers to recommendations from citizens, the Board will recommend that the CIC review and apply those suggested criteria, which they deem reasonable under the particular circumstances, to recommendations forwarded to the Board from citizen groups.
2. To the extent the proposal requires impact analysis from the Board and other local governments prior to action, the Board acknowledges citizen concerns on public accountability and protection of displaced workers. Rather than adopting additional review process, the Board encourages the CIC to ask the appropriate citizen advisory groups to consider these criteria in their advisory role to the County.

RESPONSE #19

Water, Sewer, Environmental Services and Fire #2 Little Sandy River

1. The Little Sandy was removed from the Bull Run Reserve by Congress in the late 1970's or early 1980's.
2. The Portland City Council on December 16, 1992, decided to file for a pre-1909 water right on the Little Sandy.
3. The Portland Water Bureau is not convinced that Bull Run is the only reliable source of water and is currently involved with a Regional Supply Study to investigate other alternatives.
4. Multnomah County has no grounds or standing to participate in the legal process to adjudicate water rights to the Little Sandy River.
5. Multnomah County has limited, if any, authority over urban growth boundaries. Land Use laws do not limit growth, only guide growth.
6. The courts will decide if the Little Sandy is "obtainable" for drinking water. Development would have impacts on fish, wildlife, and recreation of the Sandy Basin. Draining one of the state's premier Scenic Waterways (Sandy River) may not be construed as protecting our "lifestyle and liveability". Conservation would have fewer impacts and be less expensive.

RESPONSE #20

Water, Sewer, Environmental Services and Fire #3 Natural Areas

The Board has taken/endorsed the following steps to acquire natural areas:

1. The Board supported adopting the Greenspaces Master Plan.
2. The Board endorsed by resolution the Greenspaces bond measure which failed in November, 1992. The Board would look favorably on a new Greenspaces measure before the voters in the fall.
3. The Board created a Natural Areas Acquisition and Protection Fund. See Attachment #15 Resolution 90-57, passed by the Board on April 19, 1990.
4. The Board approved the Natural Areas Protection and Management Plan.
5. The Board will actively encourage Metro to bring Greenspaces bond measure back to the voters, preferably in September, 1993.
6. The Board will work to dispose of surplus county land to build the Natural Areas Acquisition and Protection fund.

The Board will take/endorse reasonable steps to zone natural areas:

1. The Natural Areas Acquisition and Protection Fund provides dollars for a planner position in Land Use and Development to update the County Comprehensive Plan (FY 92-93 - subregional planning process). Part of the process will be to evaluate Goal 5 inventory. The Board reaffirmed its strong commitment to this issue by exempting the Senior Planner position from its hiring freeze. Consideration of additional position issues needed for a full Goal 5 inventory evaluation will be part of the budget process.

The Board shall educate the public:

1. The Board endorses the idea of educating the public on county issues. The Board funds the Parks Services Environmental Education Program. While this program is extremely popular, current financial and staff constraints prevent the Parks Services Division from responding to all requests. The Salmon Festival and Environmental Education Program have both received National Association of Counties Achievement Awards.

The Board is actively looking for additional opportunities to expand environmental education. For example, on February 11, 1993, the Board approved an application for grant funds to double the time available for the seasonal naturalist. The Board will determine during its budget process whether environmental education should be increased.

The Board will work with the State, Metro, and City governments to develop a regional approach to parks, etc:

1. The Board has supported, with both financial and staff resources, the development of the Metro Greenspaces Master Plan.
2. The Board has supported/facilitated the discussion with Metro concerning the potential transfer of County parks and Natural Areas to Metro as a foundation for a truly regional system. No other local government has taken this step.
3. The Board formally supported the Greenspaces Bond measure. Proceeds would have been shared with regional, County and City providers.

The Board will consider consolidation of parks with Metro:

1. This effort is underway. (See above)

The Board will involve citizens in the decision concerning the Metro park consolidation:

1. The Parks Advisory Committee will be involved in the process after the County gets a response from the Metro to the County proposal.

In addition, the County will attempt to actively engage other county and city advisory committees in the park regionalization discussion.

SUPPLEMENTAL RESOLUTIONS FROM CITIZENS CONVENTION

1. There were several resolutions that passed at the Citizens Convention subcommittee level that were not acted upon by the entire convention because of a lack of time. The Board agreed to have the liaison commissioner review the recommendations in their policy areas and work with the citizens to respond to those resolutions.

Attachments

- #1 Integrated Budget Process - (part of December Board retreat)
- #2 Memo from Budget Office, A Post Measure 5 Reality Check
- #3 Memo to Employees on Employee Suggestion System

INTEGRATED BUDGET PROCESS - ATTACHMENT C

Goal: Better information flow from Budget Office and Department Managers to Board and citizens. Opportunity for Commissioners and citizens to learn more about Departments. Opportunity for greater Board consensus on the budget. Combines three review processes (i.e. presentations to Chair, CBACs, and Board into a single process for Department Managers and Elected officials).

December: Board discusses Alternative Budget processes and what information they would like in the budget document (both this year and in future years). See enclosed Summary.

Budget office will develop a Budget format to be used by all Departments and Elected Officials. Department submissions will serve as the working budget document for board review.

Board reviews what assumptions to make in building budget. (See enclosed draft for 1993-4).

Commissioners and Department Managers develop lists of "programs" in their liaison area they would like to see budgeted separately and submits lists to the Budget office by the second week of January.

Each Commissioner develops list of "potential reduction areas" totaling approximately \$2.5 million throughout the County, and a list of "untouchables" and submits to the Budget office by the first week of January.

January: Budget Office presents revenue and expenditure estimates and reserve fund status. Board passes budget resolution adopting assumptions for building budget for 1993-4.

Board decides on utility tax/levies mix to present to voters.

Board decides whether to impose any immediate cost control steps which might lead to one-time-only or long term savings.

Board discusses \$10 cap policy with other local governments, with consideration given to impact of a potentially unfavorable ruling on urban renewal districts repayment of prior year's taxes.

Budget office provides Departments with constraint figures, guidance on budget format ("program" budgeting), and summary of potential areas for reductions.

Departments develop budgets. Have organizational CBAC meetings (if not done already)

February 12 to March 5: (3+ weeks) Budget Office, Department Managers and Elected Officials present revenue information and budget proposals to the entire Board.

Questions or interest areas identified by Board, staff, and representatives of citizen budget advisory committees and the Central CBAC.

List developed of follow up written questions and proposals needed to answer or develop by Departments and Budget office. Nine presentations: DSS, DLS, Health, DCC, MSCO, DA, DES, NonDept., Management Support - one/two days for each. Three presentations/week. Evenings meetings to accommodate CBACs(?).

Example of Schedule of Briefings

Week One	Library (2-12)
Week Two	Man.Sup/Non D (2-17) Health (2-18/19)
Week Three	DA (2-22) MSCO (2-24/25) DCC (2-26)
Week Four	Soc. Srvs.(3-1/3) DES (3-4/5)

March 8 to March 16 Department Managers and Elected Officials present answers to questions, alternative proposals, and discuss areas of interest to Board, board and budget staff, and CBACs.

March 17 to March 19 Written budget recommendations finalized by staff and CBACs in conjunction with Departments and Budget staff.

March 22 to March 23 Executive makes budget decisions.

March 23 to April 2 Budget Office compiles Budget document. Budget printed.

April 7 Executive Budget proposed

April 12 to April 23 (two weeks) Public hearings and Board budget deliberations on Executive Budget, staff, and CBAC recommendations. Budget amendments and notes developed as appropriate.

April 26 to April 28 Final Board decisions. Adoption of budget.

May 14 Budget to TSCC



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 606, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

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TO: Oregon Governor Barbara Roberts
County Chair Gladys McCoy
Multnomah County Board of Commissioners

FROM: Dave Warren, Budget Manager *DW*
Fred Neal, Intergovernmental Relations Officer

DATE: February 19, 1992

Multnomah County: A Post-Measure-5 Reality Check

The passage of Measure 5 gave two messages to governmental units within Oregon:

"We like what you are doing (or we would have voted you out of office, instead of just limiting your spending), and

"Many of you are spending too much of our money doing it."

Portland and Multnomah County, like many other cities and counties in Oregon, have less money available to support ongoing programs. There are several paths to explore:

Do less. Yet The County's public forums asking whether a particular government program or area of concern should be cut found few persons in support of specific cuts and many advocates speaking for their retention or even expansion. Elected officials face tough choices in making budget decisions when revenues are constrained.

Be more efficient. The bureaucracy is accused of being overpaid and/or underworked. Studies and statistics can present facts supporting either side of this controversy. It is an issue where generalizations create unproductive results. Real savings can only be made by addressing specific activities. This can be a long and painful task, but one that must continue under the realities of Measure 5. This is not to say that further efficiencies won't be found.

Spend "someone else's" money. Shifting the tax burden to other sources is a process few in Oregon have yet mastered following Measure 5. Only if Measure 5 limits are found to be too constraining by citizen-taxpayers will support be found to find alternate revenues. This will likely be focused on program-specific local public functions, such as libraries, street lights, law enforcement, and local schools. Local private funding for specific school programs (sports, driver's education)

and the people who are visible on Portland streets in yellow coats are examples of working around Measure 5 limits.

Measure 5 is a reality. Governments and citizens must learn to live with it. Revenues are reduced or capped. Governments must do less, and do that more efficiently. Citizens must continue to decide what the function and level of government should be.

Local governments in the urban area had many difficult choices to make in preparing their 1991-92 budgets last Spring. Cuts were necessary, but where to cut? Public safety--fire protection and law enforcement? Aid to the disadvantaged--the children, aged and ill? Public amenities--parks and libraries?

To "do less" in FY1991-92, Multnomah County chose to:

o Reduce animal control	\$ 1,095,000
o Reduce library hours 28%	1,725,000
o Lease jail beds to the Federal government	3,400,000
o Reduce Restitution Center beds	200,000
o Postpone physical structure maintenance	950,000
o Postpone capital replacement	360,000
o Eliminate street-level alcohol and drug intervention	200,000
o Postpone computer mainframe replacement	500,000
o Reduce level of computer programming	300,000
o Reduce Health and Dental clinic programs	747,000
	\$ 9,477,000

In the "more efficient" arena in FY1991-92, the County decided to:

o Freeze wages of Local 88 and exempt employees	\$ 1,600,000
o Begin a lower-cost health package for exempts & nurses	100,000
o Institute a lower-cost mail/freight distribution system	190,000
o Combine EEO functions with Portland	0
o Reduce exempt check distribution from 26 to 24 annually	30,000
o Reorganized departments	236,000
o Reduce custodial support, both employees and contracts	325,000
o Eliminate 28 middle-management positions:	1,381,000
5 DHS Admin	\$ 286,000
4 Aging Admin	75,000
2 Health Svcs	156,000
2 Social Svcs	65,000
2 Juv Justice	50,000
2 DCC Admin	65,000
2 DA Admin	67,000
1 Sheriff Exec	74,000
1 Sheriff Svcs	38,000
1 Elections	80,000
2 Chair Staff	100,000
2 Board Staff	150,000
1 Auditor	50,000
2 Budget Staff	125,000
	\$ 3,862,000
	\$13,339,000

What about 1992-93? County officials continue to look at doing less and doing what is left more efficiently. On-going discussions continue with federal, state, regional, adjacent county, and local city officials to combine/share programs and responsibilities. Citizen budget advisory committees are in place for all County departments, and they are talking to their counterparts advising other local governments.

None-the-less, several critical decisions await Multnomah County officials:

Special levies for operating and capital expenses for the jail and another for the library system expire at the end of FY1992-93. Should the voters be asked to re-up for 3 to 8 years of serial levies or should a permanent and stable funding source be established for one or both? Should this be done now? After the State proceeds with a state-wide measure? Or not addressed until budget time in 1993? Is it sensible to expect the State to "partner" with, or even accommodate, the County in this issue?

The County owns or leases space in 35 locations around the County. Should the County consolidate the management level of County Government in one location to reduce capital and operating outlay and to promote cost efficiencies? Should delivery of services be further decentralized to emulate the Columbia Villa model? What level of understanding does the general public have about the County and other local governments and the "business" decisions regarding capital facilities facing them?

The provision of safe and secure juvenile justice and detention facilities for the region cannot be postponed. Again, what is the tolerance of citizens for funding efforts, and how involved should State Government be?

As the County prepares its proposed Budget for FY1992-93, managers are instructed to freeze all material, services, and capital outlay at the current dollar level, to allow for step increases and a possible COLA. Any subsequent additions to that base will be scrutinized for efficiencies and policy priorities.

MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS

GLADYS MCCOY, CHAIR
DAN SALTZMAN
GARY HANSEN
TANYA COLLIER
SHARRON KELLEY

EMPLOYEE SUGGESTION COMMITTEE

COUNTY COURTHOUSE
1021 S.W. FOURTH STREET
B/106, R/134
PORTLAND, OR 97204
PHONE (503)248-3308

TO: All County Employees
DATE: February 1, 1993
SUBJECT: Employee Suggestion System

Recognizing that often times it is those persons actually performing a task who have the knowledge of how to change and improve systems and methods, the Board of County Commissioners unanimously approved a resolution in June establishing an Employee Suggestion System. The Board and all County management-level employees will fully support this effort.

The system will focus on the efforts and commitment of non-management level employees. A committee has established criteria and processes to implement the system, but we still need the most important ingredient - input from you, our fellow employees. A recognition system has been established which may reward you up to \$1,000 per idea, or the equivalent value taken as paid leave.

The suggestion system is managed by a committee composed of County employees: two members from Local 88, one member from the Deputy Sheriff's Association, one member from the Corrections Officer's Association, one member from the Prosecuting Attorney's Association, one member from Planning and Budget, one member from Board Staff, one member from the Chair's office and one member from the Oregon Nurses Association.

The following information contains a summary of the process through which suggestions will be submitted and evaluated.

1. All non-management county employees are eligible to submit suggestions. The Suggestion Committee will be responsible for final determination of eligibility.
2. **To be eligible for consideration a suggestion must be submitted on the approved form. Forms may be obtained through committee members or in designated work place locations.**
3. Completed forms should be returned to a member of the committee, or sent to the Employee Suggestion Committee(ESC), B/101, R/134.
4. Suggestions will be evaluated at the next regularly scheduled committee meeting.
5. Suggestions will be evaluated on the basis of practicality, usefulness, originality, safety and/or cost-effectiveness.
6. The committee will inform the suggestor of the results within two weeks of the meeting:
 - a. More analysis of the suggestion is necessary.
 - b. Suggestion forwarded to the Board of County Commissioners for final consideration.
 - c. Rejection of the suggestion.

Suggestions and the ideas embodied in it become the exclusive property of Multnomah County upon submission of the suggestion.

The committee has introduced the option to remain anonymous during the evaluation and award process. Any monetary award which may have been given to an anonymous employee will be donated to a charitable organization.

We would again like to emphasize that the Board of County Commissioners fully supports and encourages this effort. The program is managed by employees. This program will succeed through the dedication and effort of all employees. We urge you to help improve the overall effectiveness and work environment of Multnomah County through participation in this program.

Please direct questions or concerns regarding the program to a member of the committee. (You may contact Mark Murray of the Suggestion Committee at 248-3883)