

ANNOTATED MINUTES

Tuesday, January 3, 1995 - 10:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

SPECIAL MEETING

Vice-Chair Tanya Collier convened the meeting at 10:31 a.m., with Commissioners Sharron Kelley, Gary Hansen, Dan Saltzman and Beverly Stein present.

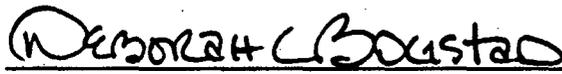
S-1 SWEARING IN CEREMONY

- a. Call to Order and Greeting by Chair Beverly Stein
- b. Oath of Office of Commissioner Gary Hansen Administered by Judge Harl Haas
- c. Oath of Office of Chair Beverly Stein Administered by Judge Elizabeth Welch
- d. Oath of Office of Auditor Gary Blackmer Administered by Judge Elizabeth Welch
- e. Reception Immediately Following

JUDGE HARL HAAS COMMENTED AND ADMINISTERED OATH OF OFFICE FOR GARY HANSEN. JUDGE ELIZABETH WELCH COMMENTED AND ADMINISTERED OATH OF OFFICE FOR BEVERLY STEIN AND GARY BLACKMER. COMMISSIONER HANSEN, AUDITOR BLACKMER AND CHAIR STEIN PRESENTED ACKNOWLEDGEMENTS AND COMMENTS REGARDING FOCUS FOR NEXT FOUR YEARS.

There being no further business, the meeting was adjourned at 10:50 a.m.

OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON


Deborah L. Bogstad

Thursday, January 5, 1995 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:30 a.m., with Commissioners Sharron Kelley, Gary Hansen, Tanya Collier and Dan Saltzman present.

PUBLIC COMMENT

R-1 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

NO ONE WISHED TO COMMENT.

CONSENT CALENDAR

UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER SALTZMAN, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-4) WAS UNANIMOUSLY APPROVED.

SHERIFF'S OFFICE

C-1 **Restaurant OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for CHINA GATEWAY CO., 11642 NE HALSEY, PORTLAND**

DEPARTMENT OF HEALTH

C-2 **Ratification of Intergovernmental Agreement Contract 201635 Between the Regents of the University of Minnesota and Multnomah County, Providing Reimbursement for the County to Conduct a Street-Based Study of the Incidence of Tuberculosis Among Individuals Injecting Drugs, for the Period September 1, 1994 through July 31, 1995**

DEPARTMENT OF ENVIRONMENTAL SERVICES

C-3 **ORDER in the Matter of the Execution of Deed D951155 Upon Complete Performance of a Contract to DONNA M. GILLPATRICK**

ORDER 95-1.

C-4 **ORDER in the Matter of the Execution of Deed D951156 for Certain Tax Acquired Property to GEOFFREY M. GIBBENS**

ORDER 95-2.

REGULAR AGENDA

NON-DEPARTMENTAL

R-2 **In the Matter of the Appointment of Vice-Chair for the 1995 Calendar Year Pursuant to Section 3.60 of the Home Rule Charter of Multnomah County**

UPON MOTION OF COMMISSIONER SALTZMAN, SECONDED BY COMMISSIONER COLLIER, COMMISSIONER SHARRON KELLEY WAS UNANIMOUSLY APPOINTED AS VICE-CHAIR FOR THE 1995 CALENDAR YEAR. BOARD COMMENTS IN APPRECIATION OF COMMISSIONER TANYA COLLIER AND STAFF ASSISTANT STUART FARMER.

- R-3 RESOLUTION in the Matter of Declaring a Vacancy in the Office of the County Sheriff and Calling an Election to Fill the Vacancy [March 28, 1995]**

UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, RESOLUTION 95-3 WAS UNANIMOUSLY APPROVED SETTING MARCH 28, 1995 FOR THE ELECTION.

- R-4 ORDER in the Matter of Designation of Newspapers of General Circulation in the County for Required Election Publications**

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, ORDER 95-4 WAS UNANIMOUSLY APPROVED.

- R-5 Budget Modification NOND 3 Requesting Authorization to Reclassify a Fiscal Assistant to a Fiscal Assistant Senior in the Payroll Section of the Finance Division**

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

SHERIFF'S OFFICE

- R-6 Budget Modification MCSO 9 Requesting Authorization to Transfer \$14,000 from the Inmate Fund Contingency to the Inmate Welfare Fund Budget to Pay for a Work in Lieu of Jail Program**

COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-6. LARRY AAB, GREG SCHAR AND MIKE SKOPHAMMER EXPLANATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

There being no further business, the meeting was adjourned at 9:56 a.m.

OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON

Deborah L. Bogstad
Deborah L. Bogstad

Friday, January 6, 1995 - 9:00 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

WORK SESSION

WS-1 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:

9:00 - 11:00 Multnomah County Sheriff's Office

JOHN BUNNELL, MEL HEDGPETH, CURTIS HANSEN, TERRY JONES, JAY HEIDENRICH, BOBBI LUNA, RICH HAUG, BILL WOOD AND CAROL ABEL PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. CBAC MEMBER ROBERT WYLIE PRESENT. TARGET CITIES IN JAIL INTERVENTION PROGRAM BRIEFING SCHEDULED FOR THURSDAY, FEBRUARY 9, 1995.

11:00 - 12:00 Juvenile Justice Division

JIM ANDERSON, BILL FOGARTY, RICH SCOTT, BILL MORRIS, JANN BROWN AND RICK JENSEN PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. CBAC MEMBER SHANE ENDICOTT PRESENT. STAFF DIRECTED TO LOOK INTO ADDING LAY CITIZENS TO POLICY COMMITTEE MEMBERSHIP.



MULTNOMAH COUNTY OREGON

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

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	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

JANUARY 2, 1995 - JANUARY 6, 1995

Monday, January 2, 1995 - NEW YEAR'S DAY HOLIDAY - OFFICES CLOSED

Tuesday, January 3, 1995 - 10:30 AM - Special Meeting Page 2

Thursday, January 5, 1995 - 9:30 AM - Regular Meeting Page 2

Friday, January 6, 1995 - 9:00 AM - Work Session Page 3

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

- Thursday, 6:00 PM, Channel 30*
- Friday, 10:00 PM, Channel 30*
- Saturday, 12:30 PM, Channel 30*
- Sunday, 1:00 PM, Channel 30*

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.

Tuesday, January 3, 1995 - 10:30 AM

Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

SPECIAL MEETING

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- a. *Call to Order and Greeting by Chair Beverly Stein*
 - b. *Oath of Office of Commissioner Gary Hansen Administered by Judge Harl Haas*
 - c. *Oath of Office of Chair Beverly Stein Administered by Judge Elizabeth Welch*
 - d. *Oath of Office of Auditor Gary Blackmer Administered by Judge Elizabeth Welch*
 - e. *Reception Immediately Following*
-

Thursday, January 5, 1995 - 9:30 AM

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1021 SW Fourth, Portland

REGULAR MEETING

CONSENT CALENDAR

SHERIFF'S OFFICE

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DEPARTMENT OF HEALTH

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- C-4 *ORDER in the Matter of the Execution of Deed D951156 for Certain Tax Acquired Property to GEOFFREY M. GIBBENS*

REGULAR AGENDA

PUBLIC COMMENT

- R-1 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

NON-DEPARTMENTAL

- R-2 *In the Matter of the Appointment of Vice-Chair for the 1995 Calendar Year Pursuant to Section 3.60 of the Home Rule Charter of Multnomah County*
- R-3 *RESOLUTION in the Matter of Declaring a Vacancy in the Office of the County Sheriff and Calling an Election to Fill the Vacancy [March 28, 1995]*
- R-4 *ORDER in the Matter of Designation of Newspapers of General Circulation in the County for Required Election Publications*
- R-5 *Budget Modification NOND 3 Requesting Authorization to Reclassify a Fiscal Assistant to a Fiscal Assistant Senior in the Payroll Section of the Finance Division*

SHERIFF'S OFFICE

- R-6 *Budget Modification MCSO 9 Requesting Authorization to Transfer \$14,000 from the Inmate Fund Contingency to the Inmate Welfare Fund Budget to Pay for a Work in Lieu of Jail Program*

Friday, January 6, 1995 - 9:00 AM

*Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

WORK SESSION

- WS-1 *Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

*9:00 - 11:00 Multnomah County Sheriff's Office
11:00 - 12:00 Juvenile Justice Division*

Barbara Simon

8709 S.W. 49th Ave.
Portland, OR 97219
(503) 245-8823

Multnomah County Board of Commissioners
1994-95 Mid-Year Performance Review Worksession

SHERIFF'S OFFICE

Friday, December 16
9:00 - 11:00

Agenda

- | | | |
|------|--|---|
| I. | Department Overview | 9:00 - 9:15
Sheriff John Bunnell |
| II. | Updates on Key Action Plans | 9:15 - 10:15 |
| | a. Internal and Citizen Complaint Process
[page 21, Executive Office # 2] | Inspector Bill Gross |
| | b. Community Policing in Rural Patrol
[page 21, Enforcement # 1] | Chief Rod Englert &
Captain Mel Hedgpeth |
| | c. Increased Access in River Patrol
[page 21, #4] | Sgt. Terry Jones |
| | d. Corrections Branch Scheduling Unit
[page 24, # 1] | Lt. Rich Haug |
| | e. Jail Based Drug Treatment Program
[page 24, # 2] | Commander Bill Wood &
Carol Abel |
| III. | Questions & Answers | 10:15 - 11:00 |

MULTNOMAH COUNTY SHERIFF'S OFFICE

MID YEAR REVIEW OF ACTION PLANS

FRIDAY, JANUARY 6, 1994

AGENDA

- I. Opening Remarks - Sheriff John Bunnell
- II. Page 21 Enforcement Branch #1 - Increase involvement of regularly assigned Patrol Deputies in community policing activities by December 31, 1994 in order to increase public satisfaction through more effective police services. Chief Deputy Rod Englert and Captain Mel Hedgpeth
- III. Page 22 Enforcement Branch #4 - Increase River Patrol access by the boating public on Multnomah County waterways by July 1, 1995. Lt. Curtis Hansen and Sgt. Terry Jones
- IV. Page 21 Sheriff Executive Office #2 - Develop a proactive plan to reduce the number of internal and citizen complaints by May 1995, to ensure integrity of our work force. Sgt. Bobbi Luna & Sgt. JAY HEIDENRICH
- V. Page 24 Corrections Branch #1 - Implement a Corrections Branch Scheduling Unit by October 1994 to more efficiently schedule staff, reduce overtime, prevent employee grievances, and eliminate routine clerical duties currently performed by jail managers. Lt. Rich Haug
- VI. Page 24 Corrections Branch #2 - Establish by July 31, 1994, a jail based drug treatment program that provides assessment, education, treatment and referral services for inmates, designed to reduce criminal recidivism of offenders with history of substance abuse. Commander Bill Wood and Carol Abel
- VII. Questions and Comments

COMMUNITY POLICING IN PATROL

* NTP

* 5 POINTS OF COMMUNITY POLICING

CUSTOMER SERVICE

PARTNERSHIPS

EMPOWERMENT

RESPONSIBILITY/ACCOUNTABILITY

PROBLEM SOLVING

* 3 GOALS OF COMMUNITY POLICING

REDUCE ACTUAL CRIME

REDUCE FEAR OF CRIME

INCREASED LIVEABILITY ISSUES

* 3 PHASE STRATEGY

ESTABLISH EXPECTATIONS

CONDUCT TRAINING

PERFORMANCE EVALUATIONS



Multnomah County Sheriff's Office

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

BOB SKIPPER
SHERIFF

(503) 255-3600

RIVER PATROL UNIT

1994 LANDMARKS

- * **DIVE RESCUE TEAM INSTITUTED**
- * All members certified at Dive Rescue I level
- * Involved in four drowning/missing searches, three property/evidence searches.

- * **NO BOATING FATALITIES IN 1994**
- * Boats examined - 2,424
- * Boats passing exams - 630
- * Warnings issued
 - Verbal - 787
 - Written - 1,078
- * Citations issued
 - Boating - 361
 - Game - 15
- * OIU arrests - 21 - Arrests made between May 21 and October 6. Total for state = 75 (plus 10 by USCG).
- * Assistance/Rescue responses
 - Boats assisted - 127 Total value, \$1,463,150.00
 - Persons assisted - 307
- * Swimming/wading fatalities - 4

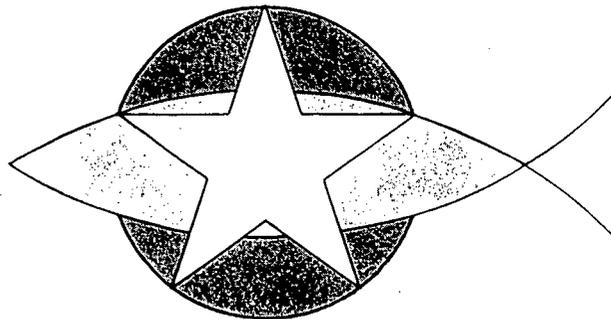
- * **AWARDS**
- * **Received:**
 - Oregon State Marine Board "Certificate of Appreciation" - presented to River Patrol Unit
 - Oregon State Marine Board "Certificate of Appreciation" - presented to Deputy Jason Gates
 - Oregon State Marine Board "Special Award" - to Unit
 - Oregon State Marine Board "Special Award" - to Deputy Eric Gustafson
 - Kiwanas "Deputy of the Month" - to Deputies Eric Gustafson and George Schneider for a rescue operation.
- * **To be awarded at Sheriff's Office awards ceremony:**
 - Unit Citation - to "permanent" members, summer, 1994
 - Unit Citation - to Dive Rescue Team, for a drowning recovery operation
 - Distinguished Service Award - Lt. Curtis Hanson
 - Letters of Commendation - to "temporary" members, summer, 1994

1995 GOALS

- * Complete the move of the Willamette River office from Terminal 4 to Terminal 1. (Target date, 2-15-95)
- * Acquisition of a second new patrol boat, to be purchased with Marine Board funds, to replace one of our aging boats, this fiscal year.
- * Continuation (and improvement) of inter-agency cooperation and communication...including closer ties with the Oregon State Marine Board, U. S. Coast Guard, Port of Portland Fire "Crash" response personnel, and Portland Fire Bureau.
- * Pursuit of contracts for service and support:
 - With the Port of Portland, for enhanced patrol and enforcement, at the Government Island complex.
 - With the Columbia River Towboat Association, for enhanced presence at areas of conflict between commercial and recreational interests.
- * Enlargement of the Unit's Water Safety Education school program(s).
- * Continued active membership in the Oregon Water Safety Council and the Ports and Waterways Safety Committee.

13 December 1994

RECEIVED
MULTNOMAH COUNTY
1994 DEC 15 AM 1:01
SHERIFF'S EXECUTIVE OFFICE



**STAR FISH
MARINE
CONSTRUCTION**

Randy Amundson
Multnomah County
Sheriff's Department
12240 NE Glisan
Portland, OR 97230

Dear Chief Deputy Amundson

Some weeks ago I completed repairs on the 24 foot aluminum patrol boat (No. 1) for the River Patrol Unit, something I've been called on to do every few years since 1985. It is unusual for me to write a letter such as this, but some thoughts return to me again after more than a month, and I want to let someone know.

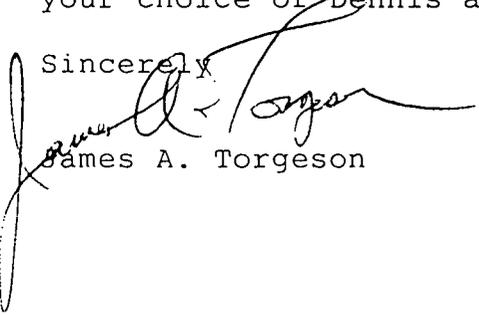
I'm impressed. The people you have looking after things at the River Patrol Unit on the Columbia river are certainly doing just that. As a taxpayer, seeing it first hand is gratifying, and, as a contractor attempting do a good job for the County, it is a relief to be able to work with people who are actually interested in solving maintenance problems in practical ways that will benefit the county budget-wise.

Sgt. Curt Hanson from the outset was clear about what was needed regarding both the repairs and the dollar end of the transaction. He was accessible, and accommodating regarding scheduling. Dpty. Dennis Fitz and retired Dpty. LeRoy Graham shortened the time I spent on the actual repairs by assisting me directly wherever possible, and were assertive in suggesting methods that would be most practical with consideration to costs, as well as being open to making the best use of my own expertise in the field.

These men are communicators with heart, who are thinking and paying attention. I applaud them. The County, I'm certain, would benefit even further with more people of this stature. I applaud you for placing them at the River Patrol Unit.

Also, it is my understanding that Dpty. Fitz is now replacing Dpty. Graham, who has retired. Over the years when I worked on the patrol boats, it was always a pleasure to work with LeRoy. To fill his shoes is probably a tall order, but I can see already that — your choice of Dennis as that candidate was a good one.

Sincerely,


James A. Torgeson



Multnomah County Sheriff's Office

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

BOB SKIPPER
SHERIFF

(503) 255-3600

MEMORANDUM

TO: Command Staff

FROM: Captain Bill Goss
Inspector 

DATE: December 16, 1994

SUBJECT: Corrective Action Guidelines

Today, you are presented a final draft of the Corrective Action Guidelines for your review and comment. The deadline for comment is January 13, 1995. Implementation of this policy will represent a departure from the manner in which discipline has been imposed in the past. Your response is required. Command Staff was advised in March, 1994 of this project and an early draft was distributed at the September, 1994 training session with Jan Salisbury, but did not generate the requested review. The newly issued Agency Manual provides for issuing these guidelines (see 13.16.4).

The need for these guidelines is two-fold. First, employees of MCSO want to know that they will be treated fairly and that they will not be treated differently than others. Inconsistent discipline and inconsistent supervision are the two major stressors in an employee's career. Second, a new policy can be utilized to sever our history of prior discipline so that we are starting with a "clean slate." Our past discipline, consistent or inconsistent, will have less impact in the event of future grievances or arbitration.

The three associations will receive this policy prior to implementation for their review. MCCOA has previously requested this type of policy. Labor Relations and other outside departments have also reviewed this proposal.

These corrective action guidelines complement other steps in the internal affairs investigation process. Earlier this year, the Command Staff agreed that the investigation and the finding of facts would be the responsibility of IAU and the Inspector. A finding (sustained, not sustained, exonerated, unfounded) would not be subject to change by Command Staff, but the case could be referred back to IAU for additional investigation should new information warrant.

Corrective Action Memo
December 2, 1994
Page 2

The role of the Command Staff is to determine the appropriate level of corrective action required to protect the agency and to ensure that the behavior will not be repeated.

In the past, a primary problem for Command Staff in recommending a level of corrective action has been one of consistent treatment. This has been due to a lack of an indexing system and the movement of Command Staff from one position to another. The Corrective Action Guidelines will mostly eliminate that problem. IAU will be responsible for informing Command Staff of multiple violations and other relevant information to assist in determining mitigating and aggravating circumstances.

There are two Corrective Action Guidelines to review. One is for exempt employees who, according to the Fair Labor Standards Act, cannot be suspended without pay but can have other sanctions imposed. The other guideline applies to all other employees.

The crucial aspect in successfully applying the guidelines is to be able to articulate in writing the reasons each Command Staff member believes that the base sanction should be increased or decreased. If you cannot do that to your satisfaction, then the base sanction is appropriate. It is likely that each reviewer will be able to apply different mitigating and aggravating circumstances to an individual person and it is important that all factors be addressed. When the file reaches the Chief Deputy, it is possible that the total number of factors, positive and negative, balance each other out. I anticipate more discussion in this area as we implement the policy.

In general, you will discover that the base sanction is slightly higher than our past sanctions. Your review should, in every case, indicate what you believe the base sanction should be. If a specific rule is not mentioned in the Guideline, generally a violation of any other rule or directive will default to the "Know and Conform " rule. IAU did research of other agencies that utilize corrective action guidelines. For the most part, our recommended base sanctions are lower than that of Los Angeles and Houston Police Departments. It is our opinion that the guidelines must be agency specific and this one reflects our history of exemplary professional conduct.

CORRECTIVE ACTION GUIDELINES

These guidelines are to serve as a general range for imposing corrective action on all Sheriff's Office members. This is notice to all Sheriff's Office employees and serves as a separation from past practice relative to previously imposed discipline.

As a command officer considers corrective action for a member, they must operate within the guidelines set forth below. Each Work Rule has a base sanction, located in the middle of the scale. From there, command staff will consider **and articulate in writing** mitigating and aggravating issues, given the circumstances, to determine where the appropriate sanction rests.

Potential mitigating and aggravating issues impacting the level of corrective action imposed are listed below. Each element must be considered.

1. Employee's work history. Positive or negative performance evaluations, Letters of Commendation, or other previous discipline. Is "progressive discipline" an issue?
2. Impact or potential impact on Sheriff's Office. Is the Sheriff's Office exposed to liability. Will this potentially damage the public's perception of the Sheriff's Office as a professional organization?
3. Training. Was the employee adequately trained?
4. Policies and Procedures. Are the procedures adequate? Did the member have appropriate access to the procedures?
5. Equipment and physical plant. Did the employee have adequate equipment and/or did structural limitations exist?
6. Supervision. Did the member receive adequate supervision? Did the level or type of supervision contribute to the conduct?
7. Employee's state of mind. Was the conduct willful? Did outside or internal issues impact the member's judgement?
8. Circumstances of misconduct. Were there multiple Work Rule violations in this case?

Multiple rule violations

Option 1: When multiple violations arise out of a single incident, the sanctions will be imposed consecutively. (If the member is found in violation of (2) rules, each worthy of a 10 day suspension, the member is suspended for 20 days.)

Option 2: The violation(s) yielding the lesser sanctions shall be disregarded, and the violation with the highest potential sanction shall be used when imposing corrective action. (Only using the violation with the highest sanction, when imposing corrective action, will address concerns over "stacking violations", remembering anything beyond a 30 day suspension results in termination.)

Progressive Corrective Action

A second violation, of the same rule(s) within four (4) years from the date the previous corrective action was imposed, shall cause the sanction range to double. A third violation, of the same rule within four (4) years from the date the initial corrective action was imposed, shall cause the sanction range to triple. *The (4) year figure is in keeping with MCCOA contract language relative to suspensions and demotions.*

Line supervisors, when confronting member misconduct, should consider these guidelines prior to attempting to resolve the misconduct informally. If the minimum sanction does not include an "oral reprimand", the supervisor shall refer the misconduct to the chain of command in the form of a request for investigation.

These guidelines do not preclude supervisors from providing staff direction regarding compliance with operational procedures or Work Rules.

PROGRESSIVE CORRECTIVE ACTION CONTINUUM

1. Oral reprimand
2. Written reprimand
3. One to Thirty day(s) suspension (or deduction of accumulated vacation hours/ PH's).
4. Demotion
5. Termination.

If the cumulative corrective action is to exceed 30 days, the member will be terminated.

WORK RULES, SANCTIONING RANGES, COMPARISONS

Listed in the following pages are the specific rules with a *sanctioning range example*. Below the range examples are the corrective actions imposed on members in 1993, and to date in 1994, as a comparison.

1.05 Know and Conform to Agency Directives

(Oral reprimand----(3 days w/o pay)----Termination)

- > 94-20, 2 days w/o pay, inmate escaped from hospital.
- > 94-15, 1 day w/o pay, Corr. Dep. entered Security Checks into log he did not conduct.
- > 94-07, 2 days w/o pay, (3) inmates began their escape through a door which should have been secured.
- > 93-28, Oral Rep., members used force which was proper but failed to complete reports.
- > 93-29, Written Rep., member used S.O. vehicle to move personal property.
- > 93-60, 3 days w/o pay, member knowingly let a male and females out of jail cells together, resulting in a rape occurring.

2.02 Appropriate Action Required

(Oral reprimand-----5 days w/o pay)-----10 days w/o pay)

- > 94-27, 1 day w/o pay, member used protracted profanity towards contract employee.
- > 93-04, 3 days w/o pay, member engaged in sexual activity while on-duty.
- > 93-07, 1 day w/o pay, member used excessive force and didn't document use of force.
- > 93-09, Oral Rep., member used profanity and attempted to intimidate subject who refused to assist in drug buy.
- > 93-11, Oral Rep., member used excessive force and didn't document.

2.03 Truthfulness

(5 days w/o pay-----10 days w/o pay)----Termination)

94-15, 1 day w/o pay, Corr. Dep. entered Security Checks in log that were not conducted.

2.04 Courtesy; Professional Protocol

(Oral Reprimand-----5 days w/o pay)-----10 days w/o pay)

- > 94-18, Oral Rep, member used profanity when dealing with runaway.
- > 93-59, Oral Rep., member used profanity with driver during traffic stop.

2.05 Cooperation with Other Members, Agencies

(Oral Reprimand-----5 days w/o pay)-----10 days w/o pay)

2.06 Conduct

(Oral Reprimand----(5 days w/o pay)----Termination)

- > 94-19, Last Chance Agreement, 3rd IAU in series involving alcohol, off-duty police contacts, ass. w/ involved persons. (member resigned)
- > 94-10, Terminated, member charged with Kidnap II, not prosecuted, (3) other victims came forward.
- > 94-04, Oral Rep., member used protracted profanity at car wash after identifying himself as S.O. member.
- > 93-04, 3 days w/o pay, member engaged in sexual activity while on-duty.
- > 93-15, Terminated, SOT took money from civil process.
- > 93-43, Oral Rep., member failed to act appropriately at non-injury T/C.
- > 93-47, Written Rep., member failed to respond to subpoena.

2.07 Conduct conforming to Law (Criminal conviction not required)

(Misdemeanor)

(1 day w/o pay-----5 days w/o pay)-----Termination)

(Felony)

(10 days w/o pay----(30 days w/o pay)-----Termination)

- > 94-13, 1 day w/o pay, DUII, VBR, open container (Misdemeanor).
- > 93-15, Terminated, SOT took money from civil process (Misdemeanor).
- > 93-25, Terminated, member growing marijuana at residence (Felony).
- > 93-27, Written Rep., member failed to obtain Wash. State vehicle license (Misdemeanor).
- > 93-32, 4 days w/o pay, Corr. Counselor charged with prostitution (Misdemeanor).
- > 93-55, Written Rep., member involved in domestic assault (Misdemeanor).

2.08 Criticism

(Oral Reprimand----(1 day w/o pay)----5 days w/o pay)

2.09 Suspended Members, Surrender of Equipment, Access

(1 day w/o pay----(5 days w/o pay)----10 days w/o pay)

2.10 Personal Debt

(Oral Reprimand----(1 day w/o pay)----3 days w/o pay)

2.11 Provide Telephone Number

(Oral Reprimand----(written reprimand)----1 day w/o pay)

2.12 Report Change of Address

(Oral Reprimand----(written reprimand)----1 day w/o pay)

2.14 Threat or Violence to Another Member

(Threaten)

(Oral Reprimand----(1 day w/o pay)----5 days w/o pay)

(Strike)

(10 days w/o pay----(30 days w/o pay)----Termination)

2.15 Supervisors, Duties

(Oral Reprimand----(3 days w/o pay)----10 days w/o pay)

2.16 Obey Supervisors

(Oral Reprimand----(5 days w/o pay)----10 days w/o pay)

- > 94-16, 1 day w/o pay, member made obscene gesture to sgt. in response to order.
- > 93-14, Oral Rep., member used profanity and failed to obey supervisor.

2.17 Chain of Command

(Oral Reprimand----(written reprimand)----1 day w/o pay)

2.19 Alcohol and Drugs

(5 days w/o pay----(10 days w/o pay)----30 days w/o pay)

2.20 Personal Appearance and Dress on Duty

(Oral Reprimand----(written reprimand)----1 day w/o pay)

2.21 Fitness for Duty, Remain Awake, Malingering

(Oral Reprimand----(1 day w/o pay)----5 days w/o pay)

- > 94-14, charged P/H and Written Rep., SOT called in sick when able to work.
- > 94-01, 2 days w/o pay, member called in sick when able to work.

2.22 Punctuality, Availability for Service

(written Reprimand----(1 days w/o pay)----5 days w/o pay)

94-06, Oral Rep., loss of 2 hrs. vac. time, supervisor left assigned post for personal business w/o amending pay.

2.23 Reports

(Oral Reprimand----(written Reprimand)----1 day w/o pay)

3.12 Arrest of Member, Notification Required

(Written Reprimand----(5 days w/o pay)----Termination)

3.16 Conduct and Appearance in Official Proceedings

(Written Reprimand----(2 days w/o pay)----10 days w/o pay)

Chapter 5 Political Activity

(Oral Reprimand----(Written Reprimand)----5 days w/o pay)

Chapter 4 Ethics, Conflicts of Interest

4.05 Prohibited Business Transactions

(Written Reprimand----(5 days w/o pay)----Termination)

4.06 Fraternalization with Involved Persons

(Oral Reprimand----(Written Reprimand)----10 days w/o pay)

4.07 Disclosure of Confidential Information to Involved Persons

(Written Reprimand----(5 days w/o pay)----Termination)

4.08 Endorsements of Products, Services

(Oral Reprimand----(Written Reprimand)----5 days w/o pay)

4.09 Conducting Personal Business On Duty

(Oral Reprimand----(Written Reprimand)----5 days w/o pay)

4.10 Authoring Documents for Publication

(Oral Reprimand----(Written Reprimand)----5 days w/o pay)

Chapter 6 Harassment and Discrimination

Non-pervasive or short term, inappropriate behavior or comment(s).

(Oral Reprimand----(3 days w/o pay)----5 days w/o pay)

Pervasive or long term, constituting a hostile environment.

(10 days w/o pay----(30 days w/o pay)----Termination)

- > 94-11, Oral Rep, one element of multi-part complaint sustained.
- > 94-08, Oral Rep, involved (4) command staff/supervisors who failed to appropriately resolved a "minor" issue.
- > 93-17, 3 days w/o pay, supervisor made inappropriate sexual advance.
- > 93-53, Oral Rep., member used offensive term during conversation.

7.01 Absence from Work, AWOL

(Written Reprimand----(1 day w/o pay)----10 days w/o pay)

7.06 Sick Leave; False Reporting

(Written Reprimand----(3 days w/o pay)----10 days w/o pay)

Chapter 9 Smoking Policy

(Oral Reprimand----(Written Reprimand)----5 days w/o pay)

10.08 Reporting a Collision Involving a County Vehicle

(Written Reprimand----(1 day w/o pay)----5 days w/o pay)

12.01 Use of Force

(Written Reprimand----(5 days w/o pay)----Termination)

Chapter 18 Computers and Telecommunications

(Oral Reprimand----(Written Reprimand)----5 days w/o)

DRAFT

12/19/au

CORRECTIVE ACTION GUIDELINES

(Command Staff)

CONFIDENTIAL

These guidelines are to serve as a general range for recommending corrective action on all Sheriff's Office Command Staff. "Command Staff", for the purposes of this section, is defined as any member with the rank of lieutenant and above. This is notice to all Sheriff's Office Command Staff Members and serves as a separation from past practice relative to previously imposed discipline.

As a command staff member considers corrective action for a command member of lesser rank, they must operate within the guidelines set forth below. Each Work Rule has a base sanction, located in the middle of the scale. From there, command staff will consider mitigating and aggravating issues, given the circumstances, to determine where the appropriate sanction rests.

Potential mitigating and aggravating issues impacting the level of corrective action recommended are listed below. Each element must be considered and articulated in writing.

1. Employee's work history. Positive or negative performance evaluations, Letters of Commendation, or other previous discipline. Is "progressive discipline" an issue?
2. Impact or potential impact on Sheriff's Office. Is the Sheriff's Office exposed to liability. Will this potentially damage the public's perception of the Sheriff's Office as a professional organization?
3. Training. Was the employee adequately trained?
4. Policies and Procedures. Are the procedures adequate? Did the member have appropriate access to the procedures?
5. Equipment and physical plant. Did the employee have adequate equipment and/or did structural limitations exist?
6. Supervision. Did the member receive adequate supervision? Did the level or type of supervision contribute to the conduct?
7. Employee's state of mind. Was the conduct willful? Did outside or internal issues impact the member's judgement?
8. Circumstances of misconduct. Were there multiple Work Rule violations in this case?

"Extraordinary" Circumstances

From the base sanction, on either side, there may be designations of [2], [3] and [4]. These numbers represent "degrees" and the need for "extraordinary" mitigating or aggravating circumstances to reach the next stage of corrective action. In the absence of degree designations, the progression to the adjacent sanction does not require the presence of "extraordinary" circumstances. If extraordinary circumstances exist but are insufficient to reach the next level of corrective action, the base sanction will be imposed.

Multiple rule violations

The violation(s) yielding the lesser sanctions shall be disregarded, and the violation with the highest potential sanction shall be used when imposing corrective action. The presence of multiple violations may be considered as an aggravating issue in determining the appropriate sanction. (Only using the violation with the highest sanction, when imposing corrective action, will address concerns over "stacking violations".)

Progressive Corrective Action

A second violation, of the same rule(s) within four (4) years from the date the previous corrective action was imposed, shall cause the base sanction to increase one (1) degree. A third violation, of the same rule within four (4) years from the date the initial corrective action was imposed, shall cause the base sanction to progress two (2) degrees from the original base.

Command Members, when confronting other command member misconduct, should consider these guidelines prior to attempting to resolve the misconduct informally. If the minimum sanction does not include an "oral reprimand", the supervisor shall refer the misconduct to the chain of command in the form of a request for investigation.

PROGRESSIVE CORRECTIVE ACTION CONTINUUM

1. Oral reprimand
2. Written reprimand
3. Demotion
5. Termination.

These guidelines do not preclude Command Staff from providing direction regarding compliance with operational procedures or Work Rule to other members.

WORK RULES and SANCTIONING RANGES

Listed in the following pages are the specific rules with a *sanctioning range example*. (Comparisons of previous discipline do not exist, in this employee classification, due to lack of frequency and the absence of "traditional investigations" resulting in discipline or demotion.)

1.05 Know and Conform to Agency Directives

(Oral Reprimand----(Written Reprimand)--[2]--[3]--Demotion)

2.02 Appropriate Action Required

(Oral reprimand----(Written Reprimand)--[2]--[3]--Demotion)

2.03 Truthfulness

(Written Reprimand----(Demotion)----Termination)

2.04 Courtesy; Professional Protocol

(Oral Reprimand----(Written Reprimand)--[2]--[3]--Demotion)

2.05 Cooperation with Other Members, Agencies

(Oral Reprimand----(Written Reprimand)--[2]--[3]--Demotion)

2.06 Conduct

(Oral Reprimand----(Written Reprimand)--[2]--Demotion)

2.07 Conduct conforming to Law (Criminal conviction not required)

(Misdemeanor)

(Written Reprimand----(Demotion)--[2]--[3]--Termination)

(Felony)

(Written Reprimand--[3]--[2]--(Demotion)----Termination)

2.08 Criticism

(Oral reprimand----(Written Reprimand)--[2]--[3]--Demotion)

2.09 Suspended Members, Surrender of Equipment, Access

(Oral Reprimand----(Written Reprimand)--[2]--[3]--Demotion)

2.10 Personal Debt

(Oral Reprimand----(Written Reprimand)--[2]--[3]--[4]--Demotion)

2.12 Provide Telephone Number

(Oral Reprimand----(Written reprimand)--[2]--[3]--[4]--Demotion)

2.13 Report Change of Address

(Oral Reprimand----(Written reprimand)--[2]--[3]--[4]--Demotion)

2.14 Threat or Violence to Another Member

(Threaten)

(Oral Reprimand----(Written Reprimand)--[2]--Demotion)

(Strike)

(Written Reprimand--[2]--(Demotion)----Termination)

2.15 Supervisors, Duties

(Oral Reprimand----(Written Reprimand)--[2]--[3]--Demotion)

2.16 Obey Supervisors

(Oral reprimand----(Written Reprimand)----Demotion)

2.17 Chain of Command

(Oral reprimand----(written reprimand)--[2]--[3]--Demotion)

2.19 Alcohol and Drugs

(Written Reprimand----(Demotion)--[2]--Termination)

2.20 Personal Appearance and Dress on Duty

(Oral reprimand----(Written Reprimand)--[2]--[3]--Demotion)

2.21 Fitness for Duty, Remain Awake, Malingering

(Oral reprimand---(Written Reprimand)--[2]--Demotion)

2.22 Punctuality, Availability for Service

(Oral Reprimand---(Written Reprimand)--[2]--Demotion)

2.23 Reports

(Oral Reprimand---(Written Reprimand)--[2]--Demotion)

3.12 Arrest of Member, Notification Required

(Oral Reprimand--[3]--[2]--(Written Reprimand)--[2]--[3]--Termination)

3.16 Conduct and Appearance in Official Proceedings

(Oral Reprimand--[4]--[3]--[2]--(Written Reprimand)--[2]--[3]--Demotion)

Chapter 4 Ethics, Conflicts of Interest

4.05 Prohibited Business Transactions

(Oral Reprimand--[3]--[2]--(Written Reprimand)--[2]--[3]--[4]--Termination)

4.06 Fraternalization with Involved Persons

(Oral Reprimand---(Written Reprimand)--[2]--Demotion)

4.07 Disclosure of Confidential Information to Involved Persons

(Oral Reprimand--[2]--(Written Reprimand)--[2]--[3]--[4]--Termination)

4.08 Endorsements of Products, Services

(Oral Reprimand---(Written Reprimand)--[2]--[3]--Demotion)

4.09 Conducting Personal Business On Duty

(Oral Reprimand---(Written Reprimand)--[2]--[3]--[4]--Demotion)

4.10 Authoring Documents for Publication

(Oral Reprimand---(Written Reprimand)--[2]--[3]--[4]--Demotion)

Chapter 5 Political Activity

(Oral Reprimand---(Written Reprimand)--[2]--[3]--Demotion)

Chapter 6 Harassment and Discrimination

Non-pervasive or short term, inappropriate behavior or comment(s).

(Oral Reprimand---(Written Reprimand)--[2]--Demotion)

Pervasive or long term, constituting a hostile environment.

(Written Reprimand---(Demotion)---Termination)

7.01 Absence from Work, AWOL

(Oral Reprimand---(Written Reprimand)--[2]--[3]--Demotion)

7.06 Sick Leave; False Reporting

(Oral Reprimand--[2]--(Written Reprimand)--[2]--[3]--Demotion)

Chapter 9 Smoking Policy

(Oral Reprimand---(Written Reprimand)--[2]--[3]--[4]--Demotion)

10.08 Reporting a Collision Involving a County Vehicle

(Oral Reprimand--[3]--[2]--(Written Reprimand)--[2]--[3]--Demotion)

12.01 Use of Force

(Oral Reprimand--[4]--[3]--[2]--(Written Reprimand)--[2]--Demotion)

Chapter 18 Computers and Telecommunications

(Oral Reprimand---(Written Reprimand)--[2]--[3]--[4]--Demotion)

Mediation in the Workplace

Multnomah County Sheriff's Office



Bob Skipper, Sheriff



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Mediation in the workplace

What is mediation?

Mediation is a process in which neutral parties, the mediators, help two or more individuals explore ways to resolve their differences and reach an agreement that suits their individual interests. It is an alternative method of dispute resolution where the problems are identified and defined by the participants.

As Theresa Jensen of Confluence Northwest, a mediation group, states, mediation, unlike litigation or other adversarial processes, does not focus on who is right and who is wrong. Mediation is a problem-solving process that seeks to:

- identify facts and issues,
- focus on underlying concerns,
- develop options for resolving the dispute,
- negotiate issues
- clarify and complete an agreement or plan.

When is mediation appropriate?

Harassment claims, whether based on gender, age religion, sexual orientation, race or differing ability are particularly well suited to the mediation process. What feels to one party like discrimination or harassment may be the result in differing information, expectations or understandings. The harassment, the discrimination and the resulting harm may be real; it is possible, however, that it was unintentional.

When these types of complaints are processed by the Internal Affairs Unit, a decision must be made concerning the appropriateness of full investigation or the use of an alternative method of resolution. The primary reason for considering the use of an alternate form of resolution is that the approach taken by management *must be reasonably calculated to end the harassment.*

While a full investigation may result in discipline for at least one of the parties in a dispute, it is possible that even the imposition of discipline may not necessarily end the offensive conduct or prevent retaliation.

In the past, all the methods of dispute resolution used in the Sheriff's

Alternative Dispute Resolution

Does discipline stop offensive behavior?

Office were based on an authoritarian model, i.e. taking the problem to a supervisor who makes a decision, an arbitration process or BOLI complaint, an internal investigation or litigation. These processes generally result in a finding which declares one person right and the other(s) wrong. What may remain are the attitudes, behaviors or perspectives that originally gave life to the complaint.

These original problems may be intensified by a "solution" which declares one party to be at fault. A successful claimant may feel ostracized and distanced from coworkers or supervisors; the alleged wrongdoer will often be left with long-lasting feelings of betrayal and mistrust. In effect, the solutions generated in this situation may not be *reasonably calculated to stop the harassment*, but may, in fact, allow it to continue in a new guise.

The advantages of mediating a solution

Central to the mediation process is the concept that the involved parties, aided by the mediator, seek a solution that is mutually agreeable to both parties. There are several reasons that it is possible to arrive at a solution that works for both parties:

- Mediation is more informal than an internal investigation, filing with a human rights agency or litigation.
- Solutions that are agreeable in mediation might never be advanced in a win/lose model of problem solving.
- Both parties are introduced to new methods of communication and problem-solving.
- Mediation can result in the agreement to refrain from objectionable behavior without being proceeded by an admission of wrongdoing.
- Mediation may have a quicker and more long-lasting resolution than win-lose situations. It allows the employer to take quick and appropriate action without penalizing either the complainant or the alleged harasser.
- Mediation is confidential. The process may prevent an incident from having a long life on the rumor mill, as is often the case during a formal investigation.
- Participants are frequently more able to commit to a solution which they have formulated rather than one which has been forced on them.

While mediation has particular advantages in addressing harassment complaints, employers must be careful not to send mixed signals concerning the status of harassment problems in the workplace. Attorney Bruce M. Brooks defines this possibility in his article *Alternative Dispute Resolution of Sexual Harassment Complaints from an Employer's Perspective*:

If portrayed as the exclusive authority in addressing harassment complaints, there is the potential that some supervisors may view ADR

Alternative Dispute Resolution

Mediation: a cure-all?

as a way for them to “pass the buck” and avoid dealing with a situation about which they are aware.

When this happens, it allows supervisors or managers to opt out of addressing the very problem that an employer may want to correct or avoid. It is important to remember that ADR is an alternate to the regular process of handling a complaint. It is equally important to remember that the employer is required to take action that is calculated to stop the harassment.

Employees do not lose their right to litigate should the results of ADR be unsuccessful. However, an employer's internal process for handling complaints has been shown to be “plainly relevant” to the issue of liability. (Meritor Saving Bank v. Vinson, 477 U.S. 57, 91 L.Ed2d 49, 106 S. Ct. 2399 (1986)) The fact that an employer has a process and uses it can be a benefit should litigation occur.

What happens in a mediation?

Not all mediations follow exactly the same steps, but mediations typically include:

- A referral session with the mediation team that gives the team the basis for the mediation and the reason for referral.
- Individual meetings with each of the participants directly involved in the dispute.
- A planning session for the mediation team. This allows time to set a schedule for the mediation session, plan any written material that may be needed and set a strategy for the session.
- The actual mediation session. Sufficient time must be allowed for the issues to be identified, options developed and for negotiation to take place. (Allow for an increase of time if you have more than two disputants.)
- 30 day follow up session to check the status of the agreements reached in the session.
- If necessary, follow up calls or visits every thirty days for 6-12 months.

Who are the mediators?

It is important to note that the mediators are not judges or arbitrators and they have no power to make decisions. The mediators assist the disputing parties become the decision makers by understanding and listening to each other.

This is the part of the process that brings the disputing parties together in such a way that creating options and solutions becomes a possibility.

Mediators need appropriate training to act in this capacity. At a minimum, mediators should be familiar with group process issues, negotiating techniques, in-group reporting and be skilled at synthesizing material. In addition, mediators must have a firm grasp of the essential concept in this process : that they do not steer the outcome of any meetings nor do they encourage a particular outcome for the session. The mediators focus must always be directed at prompting the disputing parties to find a solution to their concerns.

Timing

Although mediation can be initiated at any point in a conflict, it is helpful if it is initiated early in the process. This seems especially true in sexual harassment cases. In the later stages of a sexual harassment case, there may often be three distinct problems: the situation that led to the complaint, the manner in which the complaint was handled and any retaliatory behavior that has happened or is construed to have happened.

Early mediation addresses the initial problem before the others have occurred. If the complainant and the accused are in the same workplace, early mediation may make it possible to salvage the working relationship. It may also minimize the effect on the larger work group. Even when the situation has led to a divided work group, mediation, which can be structured to stop the flow of information and rumoring, it is possible to restore a basic working relationship that enables the group to pursue the agency mission.

A useful tool

Alternative dispute resolution presents an excellent opportunity to eliminate problem behaviors and situations from the workplace without the onerous overtone of a formal investigation by the Internal Affairs Unit. ADR also helps create a workplace atmosphere that is marked by management's concern for good employee relations with an emphasis on resolution rather than punishment.

The best results could be achieved by a review of the IAU process and a study of the requirements of the applicable collective bargaining agreements. A thorough study of the issues would be helpful in developing rules for the appropriate use of the mediation process within the Sheriff's Office.

Multnomah County Sheriff's Office Mediation Outline

**MEDIATION IS THE PROCESS OF FINDING MUTUALLY AGREEABLE SOLUTIONS TO
THE PROBLEMS IDENTIFIED BY THE PARTICIPANTS**

♦ INTRODUCTION:

Allow sufficient time to explain the background and training experience of the mediators.

♦ WHAT IS MEDIATION?

See attached sheet.

♦ WHAT ARE THE GROUND RULES OF MEDIATION SESSIONS?

See attached sheet.

♦ SUMMARIZE THE COMMON THEMES THAT EMERGED IN THE INTERVIEW STAGE:

See attached sheet. Emphasize that the common themes and elements come from the information provided by the individual interviews. It is also important to stress that the mediators play a critical role in processing the information and that this is a critical element of the process.

♦ SUMMARIZE THE COMMON ELEMENTS THAT EMERGED IN THE INTERVIEW STAGE:

See attached sheet.

♦ WHAT ARE YOUR EXPECTATIONS FOR THE MEDIATION?

Allow group members to state their expectations/concerns in an around-the-table forum. This is a good time to assist members in stating their desired outcome very specifically. Monitor participation level of all members.

♦ WHAT MAKES YOU UNCOMFORTABLE IN THE WORK PLACE?

Mediators should be alert for sweeping statements and generalizations. Require the participants to be specific when describing behaviors or conversations. Monitor participation level of all members. Intervene when necessary to clarify or to keep the conversation useful and on track.

♦ **AIR CLEARING SESSION**

Reinforce the ground rules. Assist participants with articulating concerns and questions to other members when necessary. Monitor the pace and dynamics of the group. Mediators should be prepared to slow the pace of the discussion. Mediators should also be prepared to stop the process immediately if the dynamic in the group disintegrates.

♦ **HOW CAN THE WORKPLACE BE MORE COMFORTABLE FOR EVERYONE?**

Assist the group in setting limits that everyone can observe. Emphasize that it will take time and good behavior to restore trust. Work on consensus at this stage.

♦ **SUMMARY AND EVALUATION**

Take a final poll of the outcome of the process. See each member individually to get direct feedback on the usefulness of the process. Mediators should address the issue of finding something uniform for group members to say to persons not involved in the mediation.

♦ **FOLLOW UP**

Remind participants that you will be contacting them within 30 days to follow up on the outcome of the mediation.

What is Mediation?

- Mediation is one type of dispute resolution.
- Mediation is the process of finding mutually agreeable solutions to the problems identified by the participants.
- Mediation is *not* a Win/Lose situation.
- The mediation process includes finding effective ways of talking about conflict.

Ground rules for Mediation

Ground rules keep the generalizations, personal attacks and blame out of the conversation.

Blaming, attacking and generalizing stops conversation and reinforces preconceived ideas that create problems.

Essential Ground rules:

- Speak only for yourself and allow others to speak for themselves.
- Avoid Judgemental words such as *stupid, ignorant, overly-sensitive*.
- Describe behaviors instead of generalizing about them.
- Avoid the assumption that you know what is on someone else's mind.
- Avoid judging the feelings and thoughts of others.
- Listen carefully to others and allow them to finish what they have to say.
- Remember that most people are very sensitive to their own feelings, but have a harder time being aware of the feelings of others.

MCSO Harrassment Prevention Project: Developmental Timeline

1993

- **May:** All MCSO supervisors and managers receive 8 hours of training concerning the issues related to sexual harassment in the workplace.
- **June:** *Train the Trainers* program implemented. Thirteen MCSO employees receive 32 hours of specialized training to become workplace instructors for the new Sheriff's Office policy. Trainers work with the the consultant and MCSO administration to finalize the new policy.
- **August:** MCSO harassment prevention policy(93-16) implemented.
- Managers and supervisors are updated on policy implementation.
- **August-November:** MCSO trainers present two hours of harassment prevention training to nearly 750 employees of the Sheriff's Office. Training included legal definitions, workplace scenarios, direct policy training.

1994

- **February:** The Internal Affairs Unit receives additional training in the investigation of EEO complaints; new internal tracking procedure initiated to insure timely investigation of complaints.
- **July:** Internal Affairs Unit institutes monthly activity reports. Reports include: Summary of complaints received, the disposition of the complaint and a summary of staff hours used to research and process the complaint.
- **August:** Internal Affairs Unit and consultant develop additional problem-based training for supervisors and managers.
- Two MCSO sergeants train with the consultant to do workplace interventions. Two successful interventions are handled by the team in the August /September period.
- **September:** Implemented 8 hours of problem-based training for managers and supervisors: Topics include: visible/invisible cultures, cross-cultural team building, conducting sexual harassment interviews, resolving conflicts in the workplace.
- Internal Affairs Unit researches the development of a Workplace Intervention Coordinator within the office. The WIC would facilitate workplace interventions after identifying available resources and the level of intervention needed.
- **October:** Internal Affairs Unit and MCSO mediators attend training in *Resolving Organizational Conflict*.

Summary of Harassment/Discrimination Complaints: 1993-94

- **1993:** 11 complaints received and investigated; two *sustained*, 9 *not sustained* or *unfounded*.
- **1994:** 12 complaints received by the IA Unit. Pre-investigative assessments resulted in: five formal investigations; three *sustained*, two *not sustained*, two workplace mediations/interventions and five referrals to managers for supervisor directed intervention and training. The referrals required no additional IAU involvement.

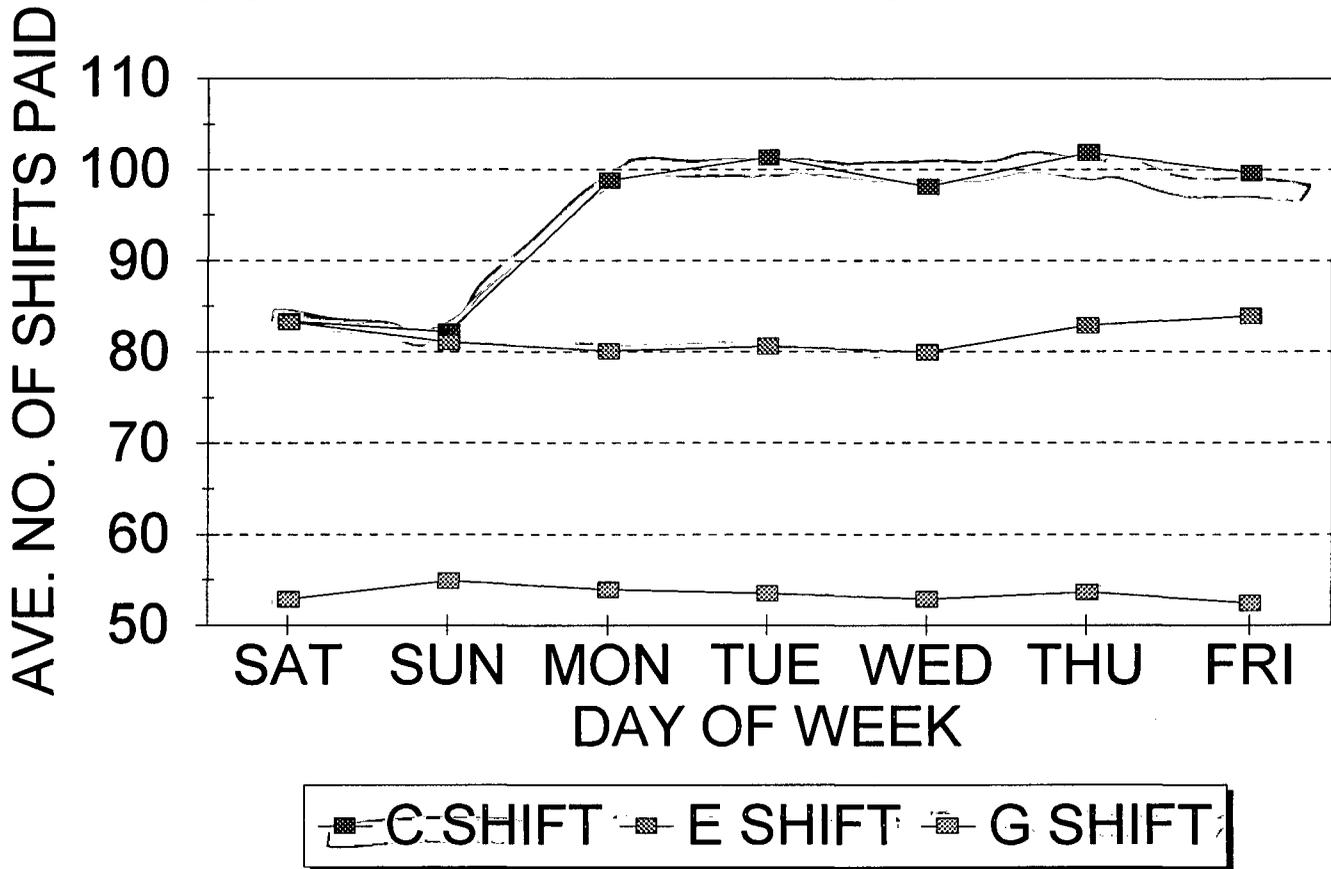
Consultant

Jan Salisbury
Salisbury Consulting
2407 Parkside Drive, Boise ID 83712
208-336-7703



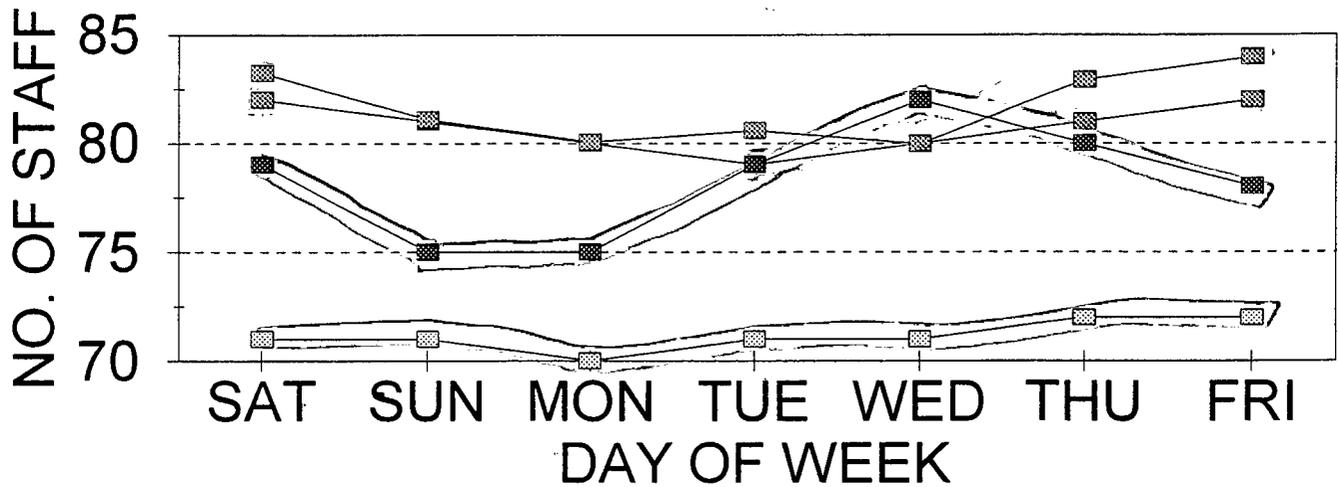
AVERAGE SHIFTS PAID

JULY 1992 TO MARCH 1994



E SHIFT STAFFING

1994 AND 1995 DATA

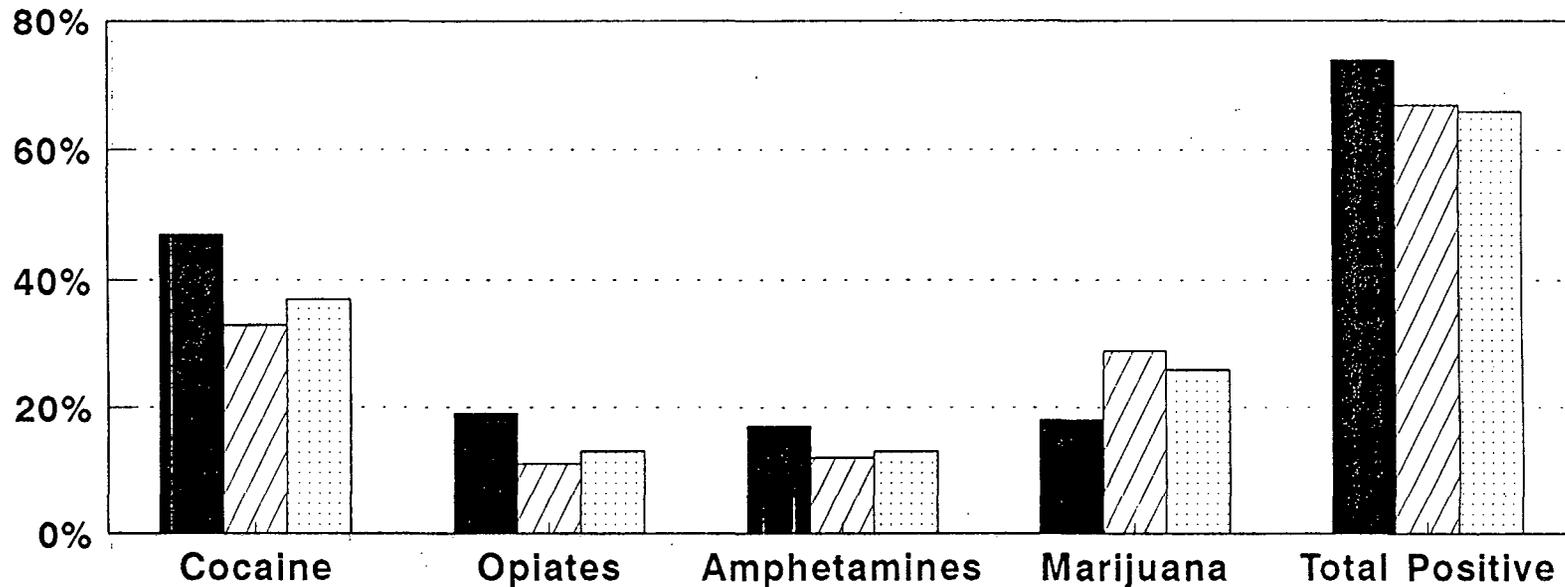


- TOTAL STAFF AS OF JAN 1995
- TOTAL STAFF AS OF DEC 1994
- AUTHORIZED POSTS
- AVERAGE TOTAL SHIFTS

DRUG USE FORECASTING

1993 TOTAL

Inmate Booking Sample



Females	47%	19%	17%	18%	74%
Males	33%	11%	12%	29%	67%
Totals	37%	13%	13%	26%	66%

Females
 Males
 Totals

TARGET CITIES

1990 AWARDEES:

Albuquerque, NM
Atlanta, GA
Baltimore, MD
Boston, MA
Los Angeles, CA
Milwaukee, MN
New York, NY
San Juan, PR

1992 AWARDEE:

Philadelphia, PA

1993 AWARDEES:

Chicago, IL
Cleveland, OH
Dallas, TX
Detriot, MI
Miami, FL
Newark, NJ
New Orleans, LA
Portland, OR
San Francisco, CA
St. Louis, MO

On Target

Portland Target City Project

A Partnership of Multnomah County/State of Oregon/Federal Center for Substance Abuse Treatment

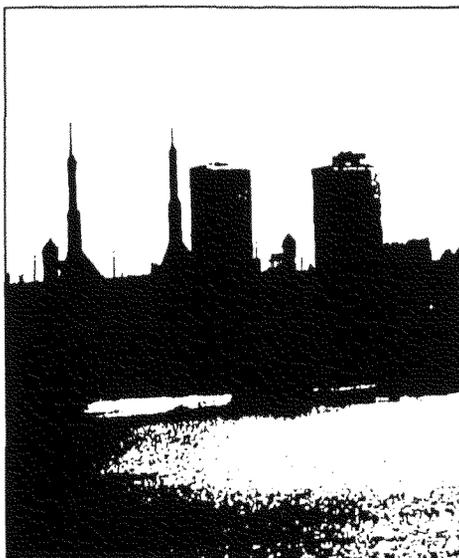
FIRST YEAR ACCOMPLISHMENTS

Norma Jaeger

The Target City Project has completed its first full year. With one eye on the future, I do want to reflect a moment on some of the accomplishments from the year now behind us.

A major accomplishment was developing a uniform, comprehensive assessment instrument. The Multnomah Clinical Assessment reflects the hard work of many people. More importantly, it reflects consensus on appropriate assessment. It is likely to have influence beyond our Central Intake operations as we prepare for managed care including the Oregon Health Plan. Another accomplishment has been completing the plan and design for the management information system, amid rapid advances in available technology. This system will truly take us into the 21st Century. We are excited that this system will soon be taking shape.

Training activities for a variety of personnel in the addiction treatment field will be a major element of the Project. The Target City Kick-Off Conference was a big success, with over 225 people attending.



Presentations covered the full spectrum of program emphasis areas. Such a conference is likely to become an annual event. There has been progress in finding ways to coordinate the Target City Project with managed care approaches under the Oregon Health Plan. The Central Intake System will be in a position to provide a uniform assessment and determine

appropriate level of care placement under OHP.

One of the first fully operational aspects of the Project is the In-Jail Intervention Services Project. This innovative program will annually serve over 1,000 inmates in two dedicated modules in the Justice Center, preparing them to participate in community based treatment upon release. The women's unit opened November 21st, the men's unit opens January 3rd.

But perhaps the most significant accomplishment of all has been bringing together so many separate interests and forging a true collaboration focused on improving alcohol and drug treatment in our community. All of the staff of the Target City Project are most grateful for the support and commitment that has been demonstrated.

May this spirit of cooperation be with us all in the year ahead.

PROJECT GOALS

- 1 *Increase Access To Treatment*
- 2 *Improve Treatment Outcomes*
- 3 *Encourage Continuous Quality Improvement*
- 4 *Promote Systemwide Coordination*

**COMMUNITY CORRECTIONS AND
TARGET CITY**

Multnomah County's Department of Community Corrections was pleased to assist in the development of the grant proposal for Target Cities funding and we continue to support the Portland Target City Project through participation on the Policy Steering Committee and on several sub-committees.

Community Corrections staff will realize a number of benefits from the Target City Project::

- 1) we will be able to more readily access alcohol/drug assessments and treatment slots for Community Corrections clients through Central Intake;
- 2) the treatment that our clients access after the standardized assessment at a Central Intake site will be based on Community Corrections standards and principles of client-treatment matching;
- 3) Central Intake will assist referred clients in enrolling in the Oregon Health Plan; and
- 4) the In-Jail component will prepare many of our clients to successfully complete treatment after their release from local custody.

Our department realizes that Portland Target City will change the way we access alcohol and drug services. Beginning on January 15, 1995 we will access residential treatment by first referring a client to one of several Central Intake locations. Those locations will include Multnomah County Detention Center, the Dept. of Community Corrections

Diagnostic Center, the primary Central Intake in the Mead Building, the Community Corrections Volunteer/Misdemeanor/Traffic Office, and possibly other sites.

Although referral to Central Intake will be required before entering residential treatment, DCC staff will be encouraged to use Central Intake to assist in case planning and referral to treatment for all other alcohol/drug impacted clients as well.

The Department of Community Corrections and Portland Target City staffs are meeting regularly to develop operational agreements and procedures. We hope to have those finalized in mid-December. If you would like to have input on this, please call me at 248-3039.

Cary Harkaway

**KICK-OFF CONFERENCE OFFERS
NETWORKING OPPORTUNITIES**

The Target City Kick-off Conference at the World Trade Center on November 4, 1994 attracted over 200 participants from 75 different programs within the Alcohol & Drug, Mental Health, Health and Criminal Justice systems. The morning session provided an overview for all participants and an update on the Oregon Health Plan. In the afternoon, specific sessions were held for administrators, direct service providers and support staff.

For many people, this was their first orientation to the Target City

Project, so the morning overview sessions were the most helpful.

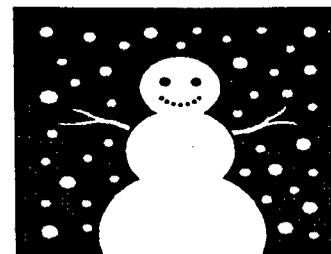
For others, who were more familiar with the Project, the session dealing with Dual Diagnosis and Criminal Justice system clients proved to be more useful. Both of these sessions were videotaped for those who were unable to attend. Interested persons can contact Lynn at 248-3691, ext. 6358 to borrow the tape.

Future collaborative sessions will be planned for smaller groups throughout the year and another multi-disciplinary conference will be scheduled next year after the Central Intake system and In-jail Intervention Program have been fully operational. The Target City Training subcommittee will be looking at ways to facilitate training that is more interactive so that people can gain increased benefits from networking opportunities.

Thanks to all who participated in the Portland Target City Project's first training event. If you would like to help with plans for upcoming training events, please contact Lynn or Richard Drandoff, chairperson, 253-5954.

Lynn Stott-Meyo

**Target City Policy Steering
Committee: 10-noon, January
11. 421 SW 5th, Mead Building
7th floor.**



TARGET CITY IN-JAIL INTERVENTION BEGINS

The Portland Target City In-Jail Intervention Program began operation in the 16 bed women's module of the Multnomah County Detention Center (Justice Center) on November 21, 1994. The target date for opening the men's 32 bed module is January 3, 1995. Since news of the program was posted in the jail, inmates have submitted request forms indicating their interest in the program. Pre-screens and assessments are being conducted. Excitement is high here at MCDC!

The In-Jail Intervention Program, an integral component of the federally funded Target Cities projects, provides a formal process of identification, assessment/evaluation and referral of targeted offenders in the Multnomah County Corrections System. The In-Jail Intervention Program is an intensive, 14-day treatment readiness program designed to confront and address the multiple aspects of inmates' addiction and criminal thinking. The program provides an orientation to what treatment is and what the expectations and potential benefits are. The in-jail program also provides relapse assessment and initiates related life skills training.

Research consistently indicates that a large percentage of people arrested for crimes have significant alcohol and/or drug problems. The intended outcome of the Portland Target City Project component is to maximize the opportunities for offenders to enter into and successfully complete alcohol/drug treatment

service in the community after they leave jail, and to reduce re-offense and reincarceration rates among these offenders. We will be working closely with the County's Department of Community Corrections in making certain that clients move from the In-Jail Intervention Program to appropriate community alcohol/drug treatment upon release from jail.

The In-Jail Intervention Team consists of five alcohol and drug intervention specialists, an intervention services supervisor, a case management assistant and an office assistant. Sheriff's Office Corrections deputies have expressed much interest in the program. A team of deputies has been chosen to work in the In-Jail Intervention modules because of their commitment to the program goals. Corrections staff will be cross trained to continue program services during the evening and weekend hours when the alcohol and drug program staff are not available. Corrections Deputies and alcohol/drug staff for the In-Jail Intervention Program have just completed a four-day training where they began to address concerns, identify possible problems and solutions and, most of all, to learn from each other how to be an empowered and effective team.

There will be collaborative efforts between the In-Jail Intervention staff and the Corrections Health Medical/Psych staff who currently provide services within the jail setting. This will ensure that inmates who participate in the program will undergo an extensive "psycho-social assessment" in addition to the "addiction severity index" assessment. The in-jail program will use the Multnomah Clinical

Assessment (MCA), the tool developed by Portland Target City to be used throughout the public alcohol/drug system. Appropriate referrals for treatment and personal needs will be determined through these processes, including the needs of inmates who are dually impaired.

In-Jail Intervention participants will have the opportunity to receive acupuncture as an adjunct to the treatment intervention program. Acupuncture will be offered in the two modules by a contract provider. The target date for acupuncture is January, 1995.

We have nearly completed the production of a video which will be shown to inmates in all of the Multnomah County Correctional Facilities. The video will inform inmates about the In-Jail Intervention Program and the referral process. It will also address alcohol/drug denial issues.

We are excited about the opportunity to provide the jail inmates of Multnomah County with a sorely needed program. The In-Jail Intervention Program will send a very strong message to the community that we are serious about addressing the critical issues of drug use and crime and recidivism through providing an effective intervention program for inmates coupled with referral to appropriate community alcohol/drug treatment upon release from jail. We are looking forward to working with others in building a strong network of services in Multnomah County.

Carol Nykerk-Abel

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COUNTY

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DATA INTEGRITY

Two staff from the Portland Target City Project attended a CSAT sponsored conference on Data Integrity. Several of the other Target City Projects presented approaches they had implemented in obtaining the most accurate and valid data possible for the project management and evaluation activities. One of the most useful suggestions was the recommendation, made by all conference presenters, for establishing Data Management Committees to work closely with both Project Management and Management Information System development in designing and troubleshooting data availability efforts. Among other recommendations were 1) developing mechanisms to allow various users to elicit individualized reports from the data base to meet their unique needs; 2) providing a forum for collaboration between evaluation, MIS, program management and Service Delivery Units; 3) developing system documentation from the beginning; 4) with input from user groups, producing some standardized report formats which can be generated easily and regularly. It appears that the major key to data integrity is actually using the data, discussing it and working to clarify its meaning among all key system participants.

Norma Jaeger

TRAINING CALENDAR

In order to increase awareness of upcoming training events, the Target City Project Office would like to serve as an information clearinghouse. Please call Lynn, 248-3691, ext. 6358, with information about training activities or requests for training on specific topics.

Psychopharmacological Study Group: December 15, 1994, 7:00 - 8:00 a.m., free, Pacific Gateway Hospital, 1345 S.E. Harney. Call to reserve space, 1-800-234-4545.

Cross-Cultural Hiring and Supervision: January 20, 1995, 8:30 - noon, \$60 for Tri-County Youth Services Consortium members; \$75 for others. Community Service Center, 4219 N.E. Martin Luther King, Jr. Blvd., Call 281-6151.

Happy New Year!

Multnomah County Board of Commissioners
1994-95 Mid-Year Performance Review Worksession

Juvenile Justice Services

Friday, January 6
11:00 - 12:00

Agenda

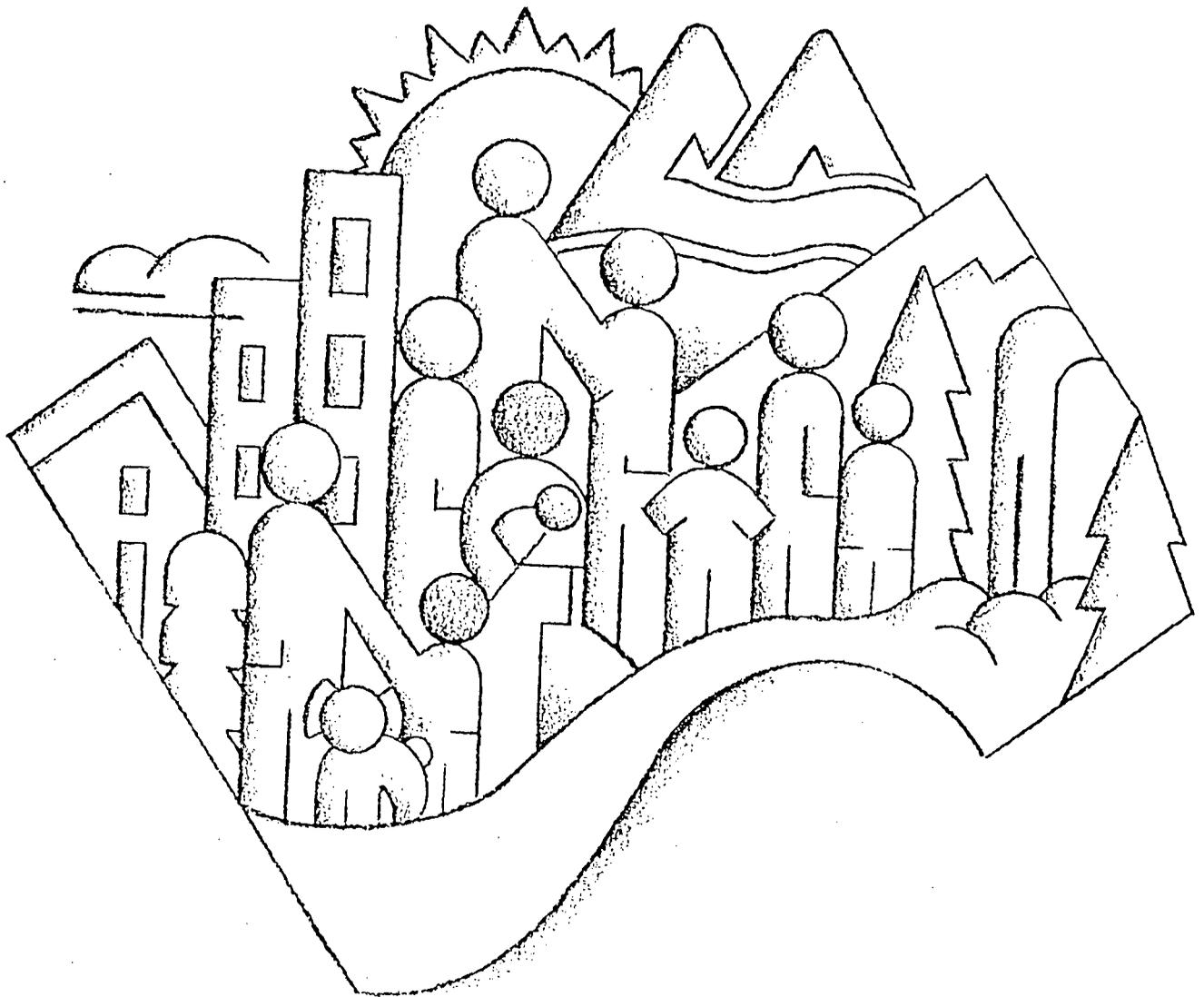
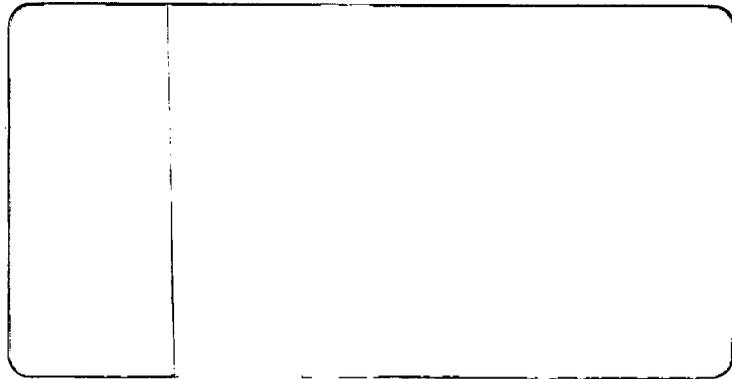
- | | | |
|------|--|---------------|
| I. | Division Overview | 11:00 - 11:20 |
| II. | Updates on Key Action Plans | 11:20 - 11:40 |
| | a. Sex Offender Program
[page 19, # 1] | |
| | b. Food Service for Youth
[page 19, #2] | |
| | c. Facility Update | |
| | d. Diversion System Update | |
| III. | Questions & Answers | 11:40 - 12:00 |

Diversion Statistics

December 1 through December 30

Hearings scheduled		253
Appeared at scheduled hearing	187	
Rescheduled, then appeared	7	
Failed to appear/contacted by Diversion Outreach Specialist then appeared	19	
Total that appeared	213	
Percentage of appearance		84.1%
 *Cases referred directly to court		 22
Denied charges	9	
Non compliant/unable to locate	8	
Inappropriate for diversion	5	
 *Prescreened as inappropriate for Div.	 16	
Denial	1	
Inappropriate	15	
 Youth Diverted		 153
*Diverted youth returned to JJD	18	
Denied charges	2	
Non compliance/unlocate	13	
Inappropriate for diversion	3	
North	22	
Northeast	36	
West	12	
Southeast	35	
Mid County	23	
Eastwind	25	
Theft Talk	0	
Total	153	

* Indicates statistics kept by Adjudication unit



1st Quarter
Performance
Report
Multnomah County, Oregon
Fiscal Year 1994-95

Chair Beverly Stein
Commissioner Dan Saltzman
Commissioner Gary Hansen
Commissioner Tanya Collier
Commissioner Sharron Kelley



MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS
BEVERLY STEIN
DAN SALTZMAN
GARY HANSEN
TANYA COLLIER
SHARRON KELLEY

BUDGET & QUALITY OFFICE
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PORTLAND, OR 97214
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TO: Board of County Commissioners
FROM: Barry Crook, Budget and Quality Manager *bc*
DATE: November 15, 1994
SUBJECT: 1st Quarter Performance Report

I am happy to transmit to you the 1st Quarter Performance Report for Multnomah County. This document represents a lot of work on the part of the Budget Office Staff, particularly Chris Tebben, Ching Hay, Mark Campbell and Dave Warren, and even more work from the Operating Departments. I am grateful to everyone who contributed to this report and hope that you find it useful.

Our intent is to continue to increase our production of these reports over the next year or so, so that we can prepare and present a report to you after each quarter of activity. The current schedule will call for this information to be presented as part of the budget submission, albeit not in this report format, and for another report to be prepared on year-end results. During the next fiscal year, we will prepare three reports and repeat the information as part of budget submission, with a full report being prepared after the end of each quarter in the following fiscal period.

While the fiscal performance report is important, it alone does not provide sufficient information for the Board to consider. So this report responds to your request to be kept current regarding departmental efforts to achieve their Action Plans which they committed to in the present budget and to be aware of the status of results relative to the Key Results Measures which were also agreed to either in sessions with the Board last December/January or during the budget deliberation hearings in May/June.

I will be presenting an overview of this report to you on December 1st, and you will have an opportunity to discuss individual department reports during your scheduled briefings with each department in the month of December.

In the interest of continuous improvement, I will welcome any comments you have relative to format and presentation so that this document becomes more useful to you. Again I want to express my gratitude to both my staff and especially to the people in the operating departments who are responsible for the preparation of the information contained in this document.

1st Quarter Performance Report 1994-95

Budget and Quality Staff

Mark Campbell
Shaun Coldwell
Barry Crook
Keri Hardwick
Ching Hay
Kathy Innes
Kathy Nash
Chris Tebben
Dave Warren

The Budget and Quality staff would like to acknowledge the considerable time and effort contributed to the preparation of this document by employees from the County agencies. We would particularly like to thank those listed below:

Larry Aab
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Curtis Smith
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Becky Wehrli
Betsy Williams

Introduction

This is Multnomah County's 1st Quarter 1994-95 Performance Report. The report provides a year-to-date look at the County's progress toward its stated objectives, as well as its financial condition. The report contains three sections: Action Plans, Key Results, and the Financial Summary.

The Action Plan Summary provides updates on the status of the Action Plans that appeared in the budget. Departments were asked to comment on the status of each plan. Action plan status was described as: Completed, On schedule - begun, On schedule - not yet begun, and Not on schedule. Departments also included comments for items that needed more explanation.

The Key Results Summary contains current information on department progress toward the key results measures. In addition to the key results information contained in the budget, this section contains 1993-94 Actual results, 1994-95 Year-to-Date Actual results, and 1994-95 Estimates. The 1994-95 Estimates reflect revisions in the estimated performance that appears in the budget.

The Financial Summary is a pro forma of revenues and expenditures for the major funds and fund groups for the first quarter of 1994-95. The pro forma is accompanied by narrative that explains significant variations from expected levels.

1st Quarter Performance Report

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Action Plans

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Community and Family Services
Action Plans	Status	Remarks
<u>Management and Administration</u>		
1. Merge two Divisions (Housing and Community Services and Mental Health, Youth, and Family Services) into one operating Division, by December 31, 1994, creating a cohesive structure and mission for the new organization, and streamlining planning, contracting, and service provision.	On schedule - begun	
2. Implement the Family Resource and Service Center network, including developing agreements with school districts over the use of school facilities, by June 30, 1995, to assure effective and responsive programming based on the integrated services/Family Network concepts and principles.	On schedule - begun	
3. Apply performance-based contracting and Contracting Task Force recommendations to the organization's contracting process and monitor the applicability of performance measures included in the FY 1994-95 contracts, revising them as needed, by June 30 1995, to streamline contracting processes.	On schedule - begun	No response to the County's offer. If the Commonwealth contract is offered and signed by calendar year end, we may meet the deadline of June 30, 1995.
4. Find and move into adequate workspace for all CFSD programs, preferably in one building, by June 30, 1995, to promote unity, efficient working relationships, and equity, and to relieve the severe overcrowding in the McCoy Building.	Not on schedule	
5. Plan a management information system, by June 30, 1995, to coordinate service system data, collect and report on performance and outcome data, and streamline client tracking and contract billing procedures.	On schedule - begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Community and Family Services
Action Plans	Status	Remarks
<p><u>Adult Mental Health</u></p> <p>1. Develop a working partnership among consumers, advocates, providers, other interested agencies and institutions, and the County Adult Mental Health staff, by June 30, 1995, in order to implement the Mental Health System Design Plan and lay the foundation for improved and more coordinated mental health services.</p> <p>2. Develop agreements and protocols with Washington and Clackamas Counties, for pooling and joint development of commitment resources, high volume purchasing of inpatient resources, and care provision within the natural boundaries of the metropolitan area, by June 30, 1995, in order to address the changing service environment, in which state hospitals are being downsized and more emphasis is being placed on serving people in the community, and to institute better resource management practices.</p>	<p>On schedule - begun</p> <p>On schedule - begun</p>	
<p><u>Alcohol & Drug Abuse</u></p> <p>1. Create an Alcohol/Drug central intake unit as part of the federal Target Cities grant, by October 1, 1994, in order to improve and expedite assessment of alcohol and other drug problems, referral to appropriate resources, and follow-up to assure treatment is provided.</p> <p>2.A. Provide an In-Jail Alcohol/Drug Intervention Service, including two separate units for alcohol/drug intervention and pretreatment (one male, one female) in the Justice Center Jail.</p>	<p>Not on schedule</p> <p>On schedule - not yet begun</p>	<p>Due to delays in receiving final federal approval to implement the Central Intake Component target date for initiation has moved to 12/1/94. The assessment instrument has been developed and staff are in final phase of hiring process. Full operation is expected to occur by 1/15/95.</p>

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Community and Family Services
Action Plans	Status	Remarks
<u>Alcohol & Drug Abuse (Continued)</u>		
B. Develop a pre-commitment diversion project to assess alcohol/drug needs of persons being investigated for involuntary mental health treatment (commitment) who may be better served in alcohol/drug treatment, by June 30, 1995, in order to improve linkages among the criminal justice, alcohol/drug, and mental health treatment systems.	On schedule - begun	
<u>Community Action</u>		
1. Increase the housing options available to homeless single adults and site shelter facilities for men, women, and chronically mentally ill homeless people, by June 30, 1995, to implement the County and City approved Strategy for Serving Homeless Single Adults in Downtown Portland.	On schedule - begun	
2. In line with the Contracting Task Force Report develop a program specific strategic plan for the Community Action Service System, by June 30, 1995, including service delivery models and 3-5 year implementation plans for housing and services for homeless families, youth, and victims of domestic violence, to provide funding and program development guidance.	On schedule - begun	
3. Develop County anti-poverty policies identifying the County's philosophy, values, and goals for reducing poverty, the County's roles and responsibilities for addressing poverty, and the strategies to be implemented in collaboration with major community institutions to achieve the County's goals, by June 30, 1995, to provide policy direction to programs on how to prioritize and address issues and social consequences of poverty, and how to work with and strengthen low income communities and the people who live there.	On schedule - not yet begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Community and Family Services
Action Plans	Status	Remarks
<u>Children's Mental Health and Youth Program Office</u>		
1. Develop, implement, and monitor a capitated/managed mental health care service system for Medicaid-eligible children and their families and for other specialized populations, by June 30, 1995, in order to better serve more people within the same level of resources.	On schedule - begun	
2. Designate and/or establish Family Resource and Service Centers, including Parent/Child Development Centers, throughout the County, by June 30, 1995 to implement the County's emphasis on integrated services for families.	On schedule - begun	
3. Redefine and implement the roles and relationships among Community and Family Services Division, Juvenile Justice Division, community providers, community players, and the Child and Youth Service (Family Resource and Service) Centers, by June 30, 1995, in order to address prevention of youth violence, diversion, and other intervention activities.	On schedule - begun	
4. Contract for an inventory of resources available to children and families suffering from abuse and for design of a management information system to track use of these resources.	On schedule - not yet begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Community and Family Services
Action Plans	Status	Remarks
<u>Community Development</u>		
1. Negotiate commitments with non-profit organizations, community development corporations, and/or builders by June 30, 1995, to bring on-line within the following 18 months a new/rehabilitated affordable housing facility for a special needs population (homeless, elderly, disabled.)	On schedule - begun	
2. In dialogue with the Cities of Portland and Gresham over the desired placement and roles of housing programs, develop a recommendation for consideration by the Housing and Community Development Commission, by June 30, 1995, to coordinate local housing efforts for special needs populations.	On schedule - begun	
<u>Developmental Disabilities</u>		
1. Develop service delivery strategies that increase the number of individuals receiving services within the same level of resources, and implement the strategies effective July 1, 1995, in order to assist a greater number of people with developmental disabilities and their families.	On schedule - begun	
2. Integrate services to individuals and families within the Family Network concept, by June 30, 1995, through coordination, integration, and outstationing of staff, in order to provide community-based access to services as one component of a comprehensive service package.	On schedule - begun	

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS**

Health Department

Action Plans	Status	Remarks
<u>Director's Office</u>		
<p>1. By the end of the 1994-95 fiscal year, develop a comprehensive strategic plan to reduce teen pregnancy, emphasizing problem clarification, coordination of governmental and community based interventions, and defining future interventions and resource needs. Many parties are interested and involved in addressing this issue; the Health Department will act as a catalyst bringing these parties together.</p>	On schedule - begun	A Teen Pregnancy Prevention position was created by reprogramming grant funds. It was filled in late October.
<p>2. To increase the percentage of children (2 months to 24 months) in Multnomah County Clinics who are up to date with their immunizations. Additional grant funds have been received that allow for increased immunization program coordination and an outreach worker to: 1) improve computer tracking and recall of children who are not up to date, 2) ensure that staff are available to provide immunizations during all County clinic hours, 3) provide these immunizations at no cost for children under 24 months in our clinics, 4) coordinate closely with community volunteers (Kiwanis, Rotary, American Legion), 5) canvas the community, 6) provide outreach, 7) expand availability of special clinics in the community.</p>	On schedule - begun	<p>1) Computer programmer is working on the changes which have been spelled out for improved tracking.</p> <p>2) Immunization are provided on a walk-in basis at all clinics with expansion into the Urgent Care Clinics currently underway.</p> <p>3) Have researched data, evaluated financial impact and preparing request to Cupboard.</p> <p>4) Utilized volunteers at all special clinics including employees of sponsoring sites. There will be additional use of volunteers for Immunization Day 1995 on April 22.</p> <p>5,6) Have hired an Outreach Worker who provides the networking and canvassing with the community which has been successful, demonstrated by continually increasing families coming in for services.</p> <p>7) Special clinics are being provided every month with an average of 5 to 8 clinics scheduled evenings and Saturdays. Currently approximately 250-500 clients are being served each month.</p>

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Health Department
Action Plans	Status	Remarks
<p><u>Director's Office</u> (Continued)</p> <p>3. Develop a comprehensive strategy to decrease the incidence of drug affected infants in Multnomah County. A number of current activities are in place such as CHN case management nursing services in the home of chemically dependent pregnant women, targeted efforts in drug treatment agencies, and health assessments of all incarcerated women for pregnancies and substance abuse. A concerted leadership effort to strengthen cross agency planning and collaboration should target resources more effectively.</p>	On schedule - begun	
<p><u>Regulatory Health</u></p> <p>1. The Division plans to implement a new EMS system but because the March 1994 petition was not approved by the voters, implementation will be delayed and depends on the alternative chosen by the Board of County Commissioner.</p>	On schedule - begun	Consultant is designing RFP. Expect RFP process to result in choosing single transport ambulance provider on schedule. Estimation completion date May 1995.
<p><u>HIV Programs</u></p> <p>1. Conduct a community health assessment in each of the service districts and prepare a Community Health Plan for the Department based on staff, customer, and community recommendations. This process will be coordinated with other processes currently underway in the County.</p>	Not begun	Postponed to focus on coordination with existing community planning efforts.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Health Department
Action Plans	Status	Remarks
<u>HIV Programs (Continued)</u>		
2. Develop a community based HIV prevention plan by September, 1994. Involve all community shareholders and stakeholders including a broad representation of consumers. This action will improve services delivery by designing a community system based on client need. Community planning demands careful sensitivity to political issues, special interest groups, and inclusionary process. This objective relates to a State urgent benchmark.	Not on schedule - begun	Two local planning councils now working. Needs assessment completed. Prevention plan completed, subject to State approval. Client services plan due in mid-January.
<u>Specialty Care Services</u>		
1. Expand school based services into a middle school and at least one more high school. The program plans to apply for a portion of a Robert Wood Johnson grant which has been awarded to the State Health Division. If accepted, the program would use resources to open a health center in a middle school in January, 1995.	On schedule - begun. Exceeding projected action plan.	Action plan modified to two middle school sites. Construction and staff selection going on now. Clinics at George and Portsmouth Schools will open 1/95. Federal Grant applied for and received for clinic in counties. First elementary school - Lincoln Park, David Douglas. RWJ grant in process - Joseph Lane Middle School selected as potential site. Grant to be submitted by 12/1/94.
<u>CareOregon</u>		
1. Implement CareOregon as a fully capitated managed care health plan, reaching an enrollment of 35,000 members by June 30, 1995. Achievement of this objective requires that CareOregon staff continuously monitor provider effectiveness and quality, member satisfaction, and the plan's fiscal performance. Effective monitoring requires complex data collection and analysis, including client encounters, type of service, and of provider. The State's Medicaid agency's "prohibition" on plan's marketing to potential members presents a controversial issue which may impact CareOregon's ability to reach its enrollment target. This objective relates to Oregon Benchmark for Quality of Life, access to health care.	Enrollment: not on schedule - begun	Plan has 18,075 members as of 11/94. Membership growth of 88% since 2/94. Plan has 9% market share statement, 21% market share in metropolitan site. Attempts to retain existing members and attract new members include: -conducting members satisfaction surveys on a regular basis; responding promptly to member ideas and concerns. -being available to answer members' questions about reapplying for OHP membership. -working with an Advisory Board made up of members willing to share their ideas for improving CareOregon's service. -continually reviewing and, as necessary, expanding the CareOregon provider panel and geographic service area.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Health Department
Action Plans	Status	Remarks
<u>CareOregon</u>		
2. Assure that by June 30, 1995, CareOregon is either operating at a financial break even level or has a specific timetable for achieving this goal. Achievement of this goal requires monthly production, analysis and effective utilization of financial reports.	On schedule - begun	Ahead of schedule. Accrual based financial statements are produced monthly and shared with CareOregon management and the CareOregon Advisory Board. Medical Services are monitored continuously against CareOregon revenue for each medical service provider. This information will be used to determine whether any class of service or provider is producing higher than expected claim expenses, so that corrective action can be taken if necessary.
<u>Primary Care Division</u>		
1. By January 1995, implement a change in the Primary Care Clinical System to include additional specialty services provided by Oregon Health Sciences University staff located in Multnomah County clinic sites. This will improve client satisfaction and coordination of care for CareOregon and other Multnomah County residents.	ER: Completed. ENT: On schedule - begun.	ER contract to be implemented 11/1/94. ENT contract to be implemented 12/1/94. Discussions are now ongoing with OHSU to add additional specialty contracts.
2. By June 30, 1995 assess the need for client information system changes to improve our effectiveness in a managed care environment (i.e. medical records, patient tracking, and data systems).	On schedule - begun	HIS moved to OHSU 10/94. Exploring CDC Wonder to expand our management communication. A medical records computer fair was done in July 1994.
3. Maintain the ability to provide intensive case management/nursing services to a number of chemically dependent pregnant women in the County in order to decrease the number of drug affected infants born in Multnomah County. The START grant will end in 1995 but 2.5 FTE have been funded with County funds to continue this effort.		A 1.0 CHN has been hired and is working at Southeast Field. An alcohol and drug counselor will be jointly hired between Target Cities Central Intake and MCHD. First interviews were completed 10/21/94. A 0.5 Outreach Worker position has had the transfer notice sent out and a task group of Darlene Mason, Judy Brandel, Margo Salisbury and Ardys Craghead are meeting to define the job description. Hiring date probably mid November.
4. During 93/94 the medical teams were brought to full year funding adding 4 FTE and \$250,000.	Completed	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Health Department
Action Plans	Status	Remarks
<u>Dental Services</u>		
1. Explore specific technologies for the reduction of dental caries among Multnomah County children. This project will explore a number of basic preventive strategies or technologies that have been shown to reduce the incidence of dental caries(decay) in children. These preventive strategies will be prioritized based on their effectiveness in clinical and public health settings. This information will be used to direct the Divisions activities in 95/96 and beyond.	On schedule - begun	Literature review and gathering of data are currently underway. A draft report should be completed by February 1, 1995.
2. Multnomah County Dental Division is assuming the role of administering a certified Dental Care Organization (DCO) under the Oregon Health Plan. The plan, called MultiCare Dental, will provide access to dental care for enrollees.	Completed	Current enrollment in the DCO (November 1994) is at 8,500 which is above anticipated enrollment.
<u>Services and Support</u>		
1. Implement automation into the laboratory and pharmacy services. Coordinate with OHSU and integrate the computer systems.	Lab: On schedule - begun. Pharmacy: On hold.	We have begun the analysis required to move into a totally new system for lab. We have made some interim automation of pharmacy (billing) and will delay more effort until next FY.
2. Complete the remodeling project for the McCoy Building and the NE Health Center. Work with Children and Family Services to develop a strategy to relieve crowding in the McCoy Building.	Not on schedule	Children and Family Services is unable to relocate so we have begin to look at alternatives (i.e., Health Administration moving out). NEHC delay due to additional City planning and Fire Marshall regulations for seismic and fire safety.
3. Continue hiring bilingual staff into appropriate direct service positions to reduce dependence on interpreters.	On schedule - begun	Additional Bilingual staff are being hired.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Health Department
Action Plans	Status	Remarks
<u>Business and Administrative Services</u>		
<p>1. Determine future health information system requirements for the Department and develop implementation plan for meeting those needs. The future MIS needs of the Department will depend on how the MIS needs of CareOregon are met. The degree of third party involvement and the relationship with OHSU computing center are key variables. The implementation plan will include coordination with other County social service agencies, particularly the Alcohol and Drug Program and the Child & Adolescent Mental Health Program who are at different points in developing unitary MIS systems.</p>	Not on schedule - begun	The move to OHSU was completed over the weekend of October 15. Initial meeting with CFS concerning unitary MIS applications have occurred. Linkage of the MIS system with CareOregon is in process, and has been difficult.
<u>Corrections Health</u>		
<p>1. To expand mental health services within the Multnomah County Correctional Facilities targeting early identification, evaluation, treatment and referral by July 1994, in order to establish a continuum of care during the incarceration and into the community upon release. Without the continuum of mental health services in the correctional facilities, mentally ill offenders will continue to be released to the community without treatment and/or follow-up, thus increasing the likelihood of reoffending in the near future.</p>	On schedule - begun	Hiring nearly completed. Coverage expanded from 10 hr/day to 17 hr/day, 7 days/week. Crisis and stabilization teams in place. Increase linkage with Community Treatment agencies made upon release.

1994-95 PERFORMANCE REPORT - FIRST QUARTER		Health Department
ACTION PLANS		
Action Plans	Status	Remarks
<u>Corrections Health (Continued)</u>		
2. To establish a Family Planning Education Program for juveniles in custody in order to provide knowledge and options to support their choice, including the implementation of weekly family planning educational classes by August 1994. This will impact the teen pregnancy rate by providing family planning options for pregnancy prevention.	Completed	Educational groups are conducted covering sexuality, options and family planning methods, etc. Male and female facilitators are used for appropriate audiences.
3. To identify pregnant females within two weeks of incarceration in order to provide education, prenatal care, and referral upon release by July 1994. This will include one to one and group education on the effects of drug/alcohol/tobacco on the developing fetus, in order to equip moms to make educated choices.	Completed	Pregnancy testing completed on all females by day of incarceration. Education and referrals are made as appropriate.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Aging Services
Action Plans	Status	Remarks
<u>Management and Administrative Services</u>		
1. Determine feasibility of a service satellite office in East County by October 1994 and if appropriate open office by June 30, 1995.	Schedule changed. New completion date for evaluation: April 1995.	Evaluation of Satellite office in process. The timing of the evaluation depends on external factors including legislature decisions. If appropriate, office will be opened by July 1995.
2. Complete development of SE Senior Center by December 1994. Collocate Portland Impact, Loaves & Fishes, and other programs in partnership with Aging Services.	Completed	Grand opening of site held November 1, 1994. Kitchen expected to be completed, meals to elders begun the week of November 7, 1994.
<u>Community Access Services</u>		
1. In partnership with the Housing Authority of Portland, Disabilities Services Offices and other appropriate agencies, implement congregate housing projects in three subsidized housing facilities (two sites by September 1994, the third by October 1994) that will provide supportive services assisting elders to age in place.	Completed	All three sites were in place by September.
2. Reduce language barriers experienced by target populations with consumer information sheets in Spanish, Vietnamese, Cambodian, Lao, and Russian describing benefit programs such as Food Stamps, Medicaid, and Qualified Medicare Beneficiary by January 1995.	On schedule - begun	Vietnamese and Lao translations nearing completion.
3. Develop and conduct a survey to assess the satisfaction level of Nutrition participants, Aging Services largest customer group.	On schedule - not yet begun	
4. Develop and implement at least three intergenerational programs linking services for age specific groups together.	On schedule - begun	Intergenerational Forum held October 14th. RFP process begun November 1st.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Aging Services
Action Plans	Status	Remarks
<u>Long Term Care Services</u>		
1. Improve access to senior services by simplifying eligibility process by June 30, 1995. This will be accomplished through expanded use of computers and new software technology to improve access to information, eligibility and referral.	On schedule - begun	Software and hardware plan awaiting approval.
<u>Public Guardian</u>		
1. Restructure the Public Guardian/Conservator's office to provide 24-hour coverage 7 days per week for clients.	On schedule - begun	
<u>Adult Care Home Regulation</u>		
1. Provide training to Adult Foster Home Caregivers in transferring, lifting, and bathing techniques; in exercise programs and other rehabilitative areas necessary for the proper care of residents. This will be done in conjunction with the Visiting Nurses Association and Mt. Hood Community Hospital.	On schedule - begun	Basic classes provided in October and November. Additional classes may be planned throughout the year.
2. Develop and conduct surveys to assess the satisfaction level among adult foster home operators and adult foster home residents.	On schedule - not yet begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Juvenile Justice
Action Plans	Status	Remarks
<u>Juvenile Justice Management</u>		
1. Explore the possibility of operating the new residential sex offender program through contracts with a private provider rather than using County staff. The budget assumes County staffing, but a bid process may be undertaken to determine if a more cost-effective way of providing the program, beginning January 1995, can be found.	On schedule - begun	
2. Prepare to improve the food service for youth detained in the facility. Kitchen facilities in the new complex will be used beginning in May 1995. The process of selecting a contractor to operate the facility will be completed by April 1995.	On schedule - begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Sheriff's Office
Action Plans	Status	Remarks
<u>Sheriff's Executive Office</u>		
1. Ensure a responsive law enforcement presence and manage a high capacity correctional system throughout fiscal year 1994-95 to increase the public sense of safety.	Ongoing	Through deployment of a DUII team we have been able to impact drunk driving throughout Multnomah County. Enhanced River Patrol has increased Boating Under the Influence arrests. Proactive Community Policing in East Multnomah County has been slowed due to reduced staffing levels in the agency. Implementation of the Alcohol and Drug Programs through Target Cities Grant has increased our responsiveness with inmate populations.
2. Develop a proactive plan to reduce the number of internal and citizen complaints by May 1995, to ensure integrity of our work force.	Ongoing & on target	A two day harassment/discrimination workshop was held in Sept., 1994, and a post administrative follow up program has been developed. We have implemented an intervention and mediation program. Visits are planned to all facilities to underscore "highest standards of integrity" mission statement.
3. Collaborate on an operational analysis of the Agency and reassess and restructure operations for greater efficiency and effectiveness.	In process	The County Auditor has selected a coordinator for the analysis and request for resumes have been sent for actual analysts. Coordinator has been given extensive tours of the Sheriff's Office operations and document requests are being assembled.
<u>Enforcement Branch</u>		
1. Increase involvement of regularly assigned Patrol Deputies in community policing activities by December 31, 1994 in order to increase public satisfaction through more effective police services.	In process	Decrease in patrol strength has made a proactive community policing program very difficult. The philosophy of community policing is strong within the patrol ranks. Staffing levels are a hindrance to a true community policing effort.
2. Train Patrol Deputies by January 1996 as Emergency Medical Technicians (EMTs) to increase the flexibility of public safety services and the speed of medical "first responder" aid in rural areas of the County.	On schedule	MCSO has contracted with a training provider. Training is scheduled to begin early 1995.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Sheriff's Office
Action Plans	Status	Remarks
<u>Services Branch</u>		
1. Enhance recruitment, hiring and employee orientation to meet the specific needs of the Sheriff's Office by April 1995 in order to hire a diverse group of employees and select the most qualified individuals to work in an integrated public safety agency.	Ongoing	By working with the Affirmative Action Office, we are actively recruiting minority applicants within the Multnomah County region. We have increased the number and frequency of interviews in order to reach as many applicants as possible. An expanded minority recruiting program which would have placed national emphasis on our recruitment efforts was suspended because of lack of funding in the 1994-95 budget process.
2. Implement phase II of the Local Area Network (LAN) to link all administrative services within the Hansen Building; implement phase I of the Wide Area Network (WAN) to link the Hansen Building with Corrections Administration by June 1995, to maintain high level information sharing, reduce paper transactions and increase staff productivity.	Ongoing	LAN wiring has been completed and equipment and software design and development is in process.
3. Transition entire Agency to bar coding system for inventory and resource tracking (phase I) to be completed by June 1995, to increase accountability and productivity, including responsible management of resources.	On schedule	A February 28, 1995, completion date for the storage facility at Inverness will establish a central inventory point and transition automated inventory system and bar coding into inventory control. A planning group of Sheriff's Office and ISD personnel are developing a work plan for the project. On line capability and inventory will be coordinated for a February 28, 1995 implementation date.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Sheriff's Office
Action Plans	Status	Remarks
<u>Corrections Branch</u>		
1. Implement a Corrections Branch Scheduling Unit by October 1994 to more efficiently schedule staff, reduce overtime, prevent employee grievances, and eliminate routine clerical duties currently performed by jail managers.	Completed and Actively Operational	The Scheduling Unit is actively involved in the management of shift scheduling and overtime. Upcoming overtime audit has concluded that the Scheduling is a very valuable tool in the management of staff resources in the Corrections Branch.
2. Establish by July 31, 1994, a jail-based drug treatment program that provides assessment, education, treatment and referral services for inmates, designed to reduce criminal recidivism of offenders with history of substance abuse.	On schedule	On November 12, 1994, the female unit came on line. On December 12, 1994, the male unit is expected to come on line.
3. Work with the Courts, prosecutors and Community Corrections to fill all budgeted beds at the Multnomah County Restitution Center (MCRC) by July 1, 1994, and maintain maximum MCRC budgeted capacity throughout the fiscal year.	Ongoing	We continue to work with the court to identify qualified inmates to participate in MCRC. On October 27, 1994, we had 96 residents. This is about 80% capacity.
4. Develop by June 30, 1995 the Sheriff's Warrant and Inmate System (SWIS) to link MCSO information systems with the Courts; to better track warrants on prisoners; to maintain information that Probation staff may use to integrate the offender into the community; and to fulfill legal requirements while reducing liability.	Ongoing	We estimate that by the target date of June 30, 1995, the project will be 50% complete. The completion of the project is now estimated to be December 1995.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Community Corrections
Action Plans	Status	Remarks
<u>Administration</u>		
1. Complete the time study of probation/parole workload by January 1, 1995 to appropriately distribute the workload with existing staff and provide a means for assessing probation/parole staffing needs.	Not on schedule. New completion date: April 1995	We will participate in the time study to be conducted by Oregon DOC during the period from January to April 1995.
2. Assure safety of Department employees through continued implementation of Continuum of Safety Task Force recommendations.	On schedule - begun	Safety Coordinator to be selected in November 1994.
3. Improve productivity and morale by evaluating pilot work-centered teams by January 1995, and developing an implementation plan for additional work-centered teams by June 1995.	On schedule - begun	Pilot teams in place at Intensive Case Management and Women's Transition Services. DCC RESULTS Committee is developing guidelines for work-centered teams. Organization Development consultant will provide additional assistance.
4. Evaluate the Department's use of structured sanctions which is intended to increase offender compliance while under supervision in the community through a process that facilitates immediate responses to non-compliant behavior.	On schedule - begun	DCC contracted with BOTEK Analysis Corp. for process and impact evaluation to be completed by June 1995.
<u>Diagnostics</u>		
1. Cooperate with Multnomah County Alcohol and Drug Program to implement a central intake and shared data base for all County contracted A&D Programs (Center for Substance Abuse Target Cities Grant).	On schedule - begun	DCC has been cooperating with the Alcohol and Drug Program and participating on the Target Cities Policy Steering Committee and several subcommittees.
2. Cooperate with Multnomah County Sheriff's Office and Oregon State Courts to develop resources and a long range plan for efficient and effective pre-trial release program for Hispanic offenders by January 1995.	Not on schedule	Will not be able to address this issue until 1995-96. The workload anticipated for this year is higher than originally anticipated and this project will be pushed to next fiscal year.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Community Corrections
Action Plans	Status	Remarks
<u>Client Support and Treatment Services</u>		
1. Implement a client needs assessment instrument by August 1994 that will help the Department: prioritize the use of treatment monies; predict service demands; and evaluate programmatic impact in key areas such as employment, education, physical and mental health, substance abuse, marital situation, family and housing.	Not on schedule	Need to automate the process. Will require development as a future ISIS enhancement. The County will work with the State on this state-wide parole and probation system.
2. Enhance client access to medical services by providing training for staff, providers and contractors about the Care-Oregon System in collaboration with the Health Department.	On schedule - begun	Training has been provided for management team. Materials distributed to staff. Target Cities Central Intake will facilitate client enrollment in Health Plan.
3. Train staff on how to access culturally specific services to improve client compliance with conditions of supervision by September 1994.	Not on schedule. New completion date June 1995	Northeast District is developing pilot project to serve African-American clients. East District is developing strategies for Hispanic clients.
4. Advocate with the county, city, federal governments and private agencies to expand the supervised transitional housing options for men, women, and families.	Completed	Housing resources have been expanded by 50%. Grant award from HAP pending.
<u>Sanction Programs</u>		
1. Improve sanction program effectiveness in response to evaluation results by monitoring and taking corrective measures on new programs including the Day Reporting Center, Intensive Case Management, Probation/Parole Violation Center, DROP, Restitution Center and Volunteer/DUII Program.	On schedule - begun	Data on program effectiveness being collected.
2. Assess impact and cost effectiveness of STOP Drug Diversion Program and determine resources for future funding in 1995-96 by January 1995.	On schedule - begun	American University near completion of evaluation.
3. Increase residential sanction options for female offenders by assessing the need and determine resources for the development of this sanction by December 1994.	Completed	Local sanctions, including residential beds have been added.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Community Corrections
Action Plans	Status	Remarks
<u>Integrated Services Districts</u>		
1. Reduce workload through elimination of duplicate forms and maximum use of automation by initiating a plan that automates and consolidates forms used by staff working with probation/parole forms and making them available to supervisory staff via terminals, on their desk, by March 1995.	On schedule - begun	DCC working with Oregon DOC to automate forms and minimize need for hand entry.
2. Site a District Office for services within the North District by December 1994.	Not on schedule	We continue to look for an appropriate location.
3. Improve service delivery to specialized populations including Hispanics, African American, women by identification of those populations with specialized service needs. Development of supervision strategies and implementation of strategies by February 1995.	On schedule - begun	Northeast District developing strategies for African-American clients. East District developing strategies for Hispanic clients. Women's Transition Services developing strategies for female offenders.
4. Increase compliant behavior of offenders by identification of family needs and development of corrections system strategies for addressing holistic family problems by January 1995.	Not on schedule. New completion date: June 1995.	DCC staff are participating on District Coordinating Committees and community associations to identify appropriate integrated strategies in cooperation with other county departments, schools, and community organizations.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		District Attorney
Action Plans	Status	Remarks
<u>Circuit Court</u>		
<p>1. Weapons and Crime</p> <p>Inventory (quantify) the use of weapons in the commission of crime in Multnomah County.</p> <p>Review approaches taken by other cities, counties and states around the nation.</p> <p>Objective data will aid law enforcement and social service agencies in their attempts to combat the problem of violence in the County.</p>	On schedule - begun	
<p>2. Library Project</p> <p>Expand the use of current library management practices to increase the information resources of the office. A contracted County Librarian will inventory and organize the current DA library and explore the use of current technologies (CD ROM, electronic bulletin boards, and e-mail) to expand the resources available to the prosecutors.</p>	Completed	
<p>3. Addressing Increased Caseloads</p> <p>Monitor and quantify the impact of rising caseloads and Portland Police expansions on the ability of the office to prosecute cases in a timely and accurate manner.</p>	On schedule - begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		District Attorney
Action Plans	Status	Remarks
<u>District Court</u>		
<p>1. DUIL Monitoring of Juveniles</p> <p>Implement a plan to include juvenile DUIL offenders in the same monitoring program established for adults. The District Attorney will be applying for an extension of the current DUIL grant in October 1994. The enhanced program will be operational in the late fall 1994.</p>	Not on schedule	The extension of the grant was not allowed and the grant expired September 30, 1994.
<p>2. Neighborhood District Attorney Program</p> <p>Establish neighborhood District Attorney offices in the Mid County Family Service Center District by July 1996. This will expand the current Neighborhood DA program into all six Service Districts. This objective will require one additional Deputy District Attorney and a legal assistant.</p>	On schedule - not yet begun (July 1996)	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		District Attorney
Action Plans	Status	Remarks
<u>Family Justice</u>		
<p>1. Juvenile Delinquency</p> <p>Assist the County Commission, Juvenile Justice Division, Oregon Legislature and the Oregon District Attorney's Association in modifying the manner in which juvenile justice is handled in Multnomah County.</p>	On schedule - begun	
<p>2. Child Abuse Multidisciplinary Team (MDT)</p> <p>Solidify the working relationship between the members of this team after the co-location effort.</p>	Completed	
<p>3. Car Theft by Juveniles</p> <p>Portland Police Bureau and the City of Gresham are pursuing enhancement of car theft enforcement efforts. This effort requires the District Attorney's Office to monitor and assist in the timely prosecution of juveniles charged with this crime.</p>	On schedule - begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Library
Action Plan	Status	Remarks
<u>Director's Office</u>		
1. Create overall fundraising plan for library to include capital campaign to raise funds for Central Library construction project enhancements, by June 30, 1995.	On schedule - begun	
2. Continue development of a complete entrepreneurial program, including the hiring of a marketing director, by June 30, 1995.	On schedule - begun	
3. Expand ADA access to the library's automated data base through two additional terminals with voice synthesis and enlarged letters for the visually impaired, by June 30, 1995.	On schedule - begun	
4. Evaluate progress toward goals contained in library long-range plan, by June 30, 1995.	On schedule - begun	
5. Participate in County affirmative action program to ensure that library public service staff mirror the public they serve, by June 30, 1995.	On schedule - begun	
6. Implement elements of the RESULTS campaign at the Library, including specific project focusing on the Humanities Section at Central.	On schedule - begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Library
Action Plans	Status	Remarks
<u>Central Library</u>		
1. Complete weeding project (i.e., removal of outdated and unused books from the Central Library collection) by September 1994, in preparation for the move to another site.	Completed	
2. Complete plan for moving Central Library programs and services to the Fifth Avenue Building, by October 1994.	Completed	
3. Move Central Library to the Fifth Avenue Building by January 1995.	On schedule - begun	
4. Establish an internal management team by March 1995 to plan for service and organizational changes in the renovated Central Library building.	On schedule - not yet begun	
5. To foster economic development, research and complete by March 1995 a plan for an employment information center at the Central Library.	On schedule - not yet begun	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Library
Action Plans	Status	Remarks
<u>Community Services</u>		
1. Complete the design process and begin construction on the new Midland Branch Library by December, 1995.	On schedule - begun	
2. Develop a branch plan using the Library's Long Range Plan being developed in FY1993/94 as a framework.	On schedule - not yet begun	
3. Streamline and standardize branch procedures, workflow, and collections in order to maximize services to the public.	On schedule - begun	
4. Buy children's non-fiction books at the grade and reading-level taught to better serve student needs and to supplement school library collection.	On schedule - begun	
5. Include children of all ages in youth programming at each branch.	On schedule - begun	
<u>Support Services</u>		
1. Standardize and streamline the books and materials selection process by December 30, 1994, to ensure that materials are selected more efficiently and that they are available more quickly to the public.	On schedule - begun	
2. Improve internal support services to library staff by June 30, 1995, to increase employee efficiency and increase their ability to deliver services to the public.	On schedule - begun	
3. Implement the remaining recommendations by the outside consultant to improve procedures for cataloging and processing books and materials by December 30, 1994, to ensure that materials are available more quickly to the public.	On schedule - begun	

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS**

Library

Action Plans	Status	Remarks
<p><u>Systemwide Public Services</u></p> <ol style="list-style-type: none"> 1. Review appropriate ways for the Library Department to serve County children and their families through cooperation with Children and Family Service Centers and school district programs, by August, 1994. 2. Convert 83,000 reference materials to the Dynix system by June 30, 1995. 3. Develop and institute a three year Technology Plan by June 30, 1995, so the public receives more information via networked electronic means. 	<p>On schedule - begun</p> <p>On schedule - begun</p> <p>On schedule - begun</p>	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Environmental Services
Action Plans	Status	Remarks
<u>Director's Office</u>		
1. Conclude reorganization and overhaul of the Tax Title program by December, 1994.	On schedule	Comprehensive ordinance amendment approved by Board of County Commissioners on September 8, 1994.
2. Coordinate the creation of a comprehensive facilities space plan by January 1995 in cooperation with the Facilities Client Committee and Facilities Division staff, to provide a strategic direction to the County's purchase, lease and disposal decisions.	Not on schedule	The planning committee has been meeting for several months, and a consultant has been secured to assist with the project. Estimated date of completion is March 1, 1995.
3. Coordinate the creation of a comprehensive long range information management plan by January 1995 in cooperation with the Data Processing Management Committee and Information Services Division staff, to provide a strategic direction to the County's computer equipment, applications, training and networking decisions.	Not on schedule	A planning committee has been convened. The estimated date of completion for Phase 1 of the planning process is May 1995.
4. Develop, by January 1995, an implementation plan to consolidate operational support services, if recommended by the Board of County Commissioners and City Council.	Completed	Task Force advised against consolidation at this time. Cooperative management improvements underway.
5. Produce the County Fair July 27 - 31, 1994, in partnership with community volunteers and businesses with a focus on celebrating families, cultural diversity and local entertainment.	Completed	
6. Assist the Friends of Multnomah County Fair to become an independent non-profit corporation capable of producing future years' fairs.	On schedule	Board passed a resolution to relinquish County Fair production to the Friends of the Multnomah County Fair on October 13, 1994.
7. Implement, by June 1995, selected recommendations of the DES Multi-Cultural Awareness Committee on hiring practices, to improve work force diversity within the department.	On schedule - begun	

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS**

Environmental Services

Action Plans	Status	Remarks
<p><u>Land Use Planning</u></p> <ol style="list-style-type: none"> 1. Revise, update and publish a new Multnomah County Zoning Code, by June 1995, which eliminates unnecessary and ambiguous language, simplifies hearings and appeal procedures, and amends code requirements to be more consistent with state and federal laws. 2. Publish a second Rural Area Plan (for area east of the Sandy river) and begin work on a third Rural Area Plan (for Sauvie Island), by June 1995, which reflect area resident's desires; comply with state and federal requirements, and clarify County land use policies. 3. Implement a revised "Current Planning Pre-Application" process, by December 1994, which involves area residents in the review of development proposals during the Pre-Application review, in order to determine neighborhood issues prior to the filing of land use applications. 	<p>Not on schedule</p> <p>Not on schedule</p> <p>Completed</p>	<p>Completed amendments to the Zoning code that are required by the LCDC remand order. Have begun work on required amendments to the CFU section and EFU section as required by the new LCDC Goal and Rule Amendments. Have not begun revision of hearing and appeals procedures. Revised completion dates: EFU August 1995; Hearing and Appeals procedures by September 1995.</p> <p>Remand work has continued beyond completion date, causing a delay in the rural area plan. Sauvie Island work will be completed by July 1995. The East of Sandy River RAP will be completed by January 1996.</p>

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS**

Environmental Services

Action Plans	Status	Remarks
<u>Facilities and Property Management</u>		
1. Implement and manage the Facilities Management Fund effective July 1, 1994 in order to authenticate, account for and determine programs' actual facilities costs.	On schedule - begun	Automation of cost tracking and billing system in progress.
2. Implement an energy saving program for identified County owned facilities to gain energy efficiency and reduced costs through energy retrofiting, by June 1995.	On schedule - begun	Preliminary proposal approved October 26, 1994 by Facilities Client Committee.
3. Create a comprehensive facilities space plan by January 1995 in cooperation with the Facilities Client committee to provide a strategic direction to the County's purchase, lease and disposal decisions.	On schedule - begun	See Action Plan - Director's Office, #2.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Environmental Services
Action Plans	Status	Remarks
<u>Animal Control</u>		
1. Conduct a customer satisfaction survey, by June 1995, regarding the Division's performance in resolving neighborhood animal problems in order to assess effectiveness and performance.	On schedule - begun	Working with the Auditor's Office on County-wide survey.
2. Increase pet license sales in FY94-95 by conducting a year-long promotional and canvassing campaign.	Completed	Revised Action Plan to have a major canvassing campaign during summer months only.
3. Reduce the number of customers receiving busy signals when calling for service by adding temporary employees beginning in September, 1994.	On schedule - begun	Hired three temporary employees and enhanced telephone system. However, problems still exist. Quality improvement project being implemented in this area.
4. Provide dead animal pick-up services in a more timely manner by adding temporary employees beginning in August, 1994.	Completed	Providing timely response on dead animal pick-up service without adding employees at this time. May need to hire additional temporary help in the Spring.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Environmental Services
Action Plans	Status	Remarks
<u>FREDS</u>		
1. Begin construction phase of the Fleet Services' Underground Storage Tank program to comply with EPA and DEQ regulations by replacing the Hansen Station fuel tanks by June 1995.	On schedule - begun	Facilities Management is working on specifications.
2. Provide expanded fleet maintenance and repair services at the Hansen Station, by June 1995, which are more convenient and available to customers.	Completed	Notification of new services sent to users October 24, 1994.
3. Explore and expand the number of intergovernmental partnerships for the division's services by initiating and maintaining agreements that provide for our provision and purchase of services in the most cost effective manner by June 1995.	On schedule - begun	Maintaining existing arrangements and working with County Counsel on language on new Intergovernmental Agreements.

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS****Environmental Services**

Action Plans	Status	Remarks
<u>Transportation Division</u>		
1. Establish formal understanding between all jurisdictional participants in east county and determine final structure of service providers for east county transportation system by June 1995.	On schedule - begun	
2. Identify and plan for short and long term surface transportation needs of Multnomah County by December 1995.	On schedule - begun	
3. Identify long term needs and develop a long term funding strategy for Willamette River bridges by October 1994.	On schedule - begun	Needs assessment complete. Seeking agreement from both state and region to fund portion of unfunded capital liability.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Environmental Services
Action Plans	Status	Remarks
<u>Assessment and Taxation</u>		
1. Implement, by June 1995, scheduled recommendations made in the Department of Revenue audit for commercial and industrial appraisal practices to improve valuations and make them easier to defend if appealed.	On schedule with Department of Revenue Recommendations	No problems anticipated.
2. Pilot, by October 1994, an "as needed appraisal" methodology to give priority to properties undergoing change to improve the efficiency and accuracy of appraisals.	On schedule - In progress	No problems anticipated.
3. Increase timeliness of disposition of tax foreclosed properties by December 1994.	On schedule	This was enhanced by Board passage of a comprehensive ordinance revision on September 8, 1994.
4. Pilot a joint public information project on the Board of Equalization Appeal process with Multnomah County Libraries by October, 1994, to make the appeals process more accessible and understandable to citizens interested in filing an appeal.	On schedule	Committee established and material sent to Library. This will be an ongoing project. Next step involves on-line access to value/tax information—will be completed this fiscal year.

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS**

Environmental Services

Action Plans	Status	Remarks
<u>Information Services Division</u>		
1. Complete the analysis, design and installation of all fully funded new development projects recommended by the DPMC by June 1995.	On schedule - begun	
2. Upgrade the County's obsolete mainframe computer operating system to IBM/Es MVS/ESA by December 1995.	On schedule - begun	
3. Upgrade the County's telecommunication network to allow multiple entry points for outside calls, in order to provide a more fault-tolerant system by May 1995.	On schedule	

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS****Management Support Services**

Action Plans	Status	Remarks
<u>Employee Services</u> 1. Implement the exempt pay ordinance, including establishment of accountability for all managers, and payment for results obtained. 2. Develop and implement a County training policy and programs to support the RESULTS campaign.	On schedule - begun On schedule - begun	Training sessions held for those included in Year 1. Training Plan will be coordinated with RESULTS Strategic Plan.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Management Support Services
Action Plans	Status	Remarks
<u>Finance</u>		
1. Install and implement a new on line time and attendance system by December 31, 1994 to be used by all County departments.	Not on schedule. To be completed by June 30, 1995.	The Sheriff's Office Time and Attendance system is being added to the County's new time system. This will save the County time and provide efficiencies but has set the project behind schedule.
2. Implement fully the on line extended purchasing system by June 30, 1995 to be used by all County departments, allowing decentralized purchase order and payment processing.	Not on schedule. Estimated to be started by June 30, 1995.	LGFS (Local Government Financial System) will be releasing an updated version Release 14 next spring. This release will completed change all of the screens and requires addition mainframe capacity. More training will be needed.
3. Continue the Multnomah County Business Tax filing enforcement program in cooperation with the City of Portland. This project is expected to take 3 fiscal years to complete.	On schedule	In cooperation with the City of Portland we are following up on this project.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Management Support Services
Action Plans	Status	Remarks
<u>Labor Relations</u>		
1. Negotiate, in accordance with the parameters established by the Board of County Commissioners, the seven collective bargaining agreements which expire June 30, 1995, including the Local 88 General Employees Agreement.	On schedule - not yet begun	Process meetings to begin in November 1994.
2. Conclude negotiations with the Oregon Nurses Association (Summer 1994) utilizing interest-based model developed by the Oregon Conciliation Service.	Not on schedule	These negotiations are now finished <u>in concept</u> . Reducing agreement to writing and executing is in process.
3. Develop and implement a Management/Labor Problem Solving Training Module for members of the Departmental Employee Relations Committee Groups (Local 88) and Departmental Bargaining Team Members (Local 88).	On schedule (see remarks)	This training was to be parallel to bargaining training, which the parties have tentatively scheduled for January. A needed consultation regarding the structural relationship with RESULTS committees and RESULTS training is now in process.
4. Develop, in consultation with the Departmental Labor Relations Advisory Committee, an Annual Grievance Report.	On schedule - begun	Questionnaires sent to Departments - meeting set for November.
5. Publish a Comprehensive Labor Relations Manual.	On schedule - not yet begun	

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS****Management Support Services**

Action Plans	Status	Remarks
<u>Risk Management</u> 1. Develop a plan for improved workers' compensation claims administration and fully implement the changes effective July 1, 1995. 2. Determine long-term occupational health training and evaluation requirements for County employees and develop the most effective strategy for meeting them. 3. Develop Risk Management training modules to include in the County's management training core curriculum.	On schedule - begun Scheduled for Dec. 1994-June 1995. On schedule - begun	A contractor will be selected soon to conduct the analysis of our present system and provide recommendations for improvement. The Plan has changed to develop safety training modules prior to developing the management curriculum; development of training modules is underway.

**1994-95 PERFORMANCE REPORT - FIRST QUARTER
ACTION PLANS**

Management Support Services

Action Plans	Status	Remarks
<p><u>Budget & Quality</u></p> <ol style="list-style-type: none"> 1. Refine the County's budget process and documents by November 1994 based on citizen and staff surveys and recommendations from the Government Finance Officers Association. 2. Improve the efficiency of budget processes by training current managers beginning November 1994. 3. Improve the timeliness of budget information by finding a way for departments to enter budget transactions in LGFS, the County's accounting system, and the budget system by January 1995. 	<p>Completed</p> <p>On schedule - begun</p> <p>Deferred</p>	<p>Study team will form in February 1995, to make recommendations for preparation of FY 1996-97 Budget.</p>

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Management Support Services
Action Plans	Status	Remarks
<u>Affirmative Action</u>		
1. Implement an exit survey designed to measure employees' opinions and attitudes on terminating employment with the County.	Exploration state	One area to be addressed is the ability of Personnel Services to download the required separation information to the Affirmative Action Office in the required format (Paradox 4.0). The City has utilized CAPE/EAP to coordinate the sending and receiving of the surveys. The County may wish to select their own vendor, or could also utilize CAPE. An additional issue is determining who will pay the line item cost estimated to be \$1,264.
2. Develop a recruitment plan by September 1994 that will reach and attract job candidates in support of its equal employment opportunity efforts.	On schedule - begun	The plan has been developed and is in place. However, a number of process issues need greater partnering work with Employee Services to meet this objective.
3. Implement a mediation model of conflict resolution to reduce the win-lose model of current investigations and increase opportunity to reach win-win solutions.	On schedule - begun	The efforts to date include staff receiving training through an accredited mediation training program. Additionally, the office has begun to use mediation as an alternative dispute resolution method in several cases, which were very successful.
4. Implement an improved data tracking program that will identify problems and achieve reasonable good-faith equal employment opportunity objectives.	On schedule - begun	The first pass on the County's statistical plan was received from Criterion. This report was reviewed and discussed in a conference call on 9/26/94. Corrections were made and sent to Criterion 10/11/94. Next run to be received by 11/1/94.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Management Support Services
Action Plans	Status	Remarks
<u>County Counsel</u>		
1. Develop an internal office manual by June 1995 to standardize office policies and procedures in order to increase efficiency.	On schedule	
2. Produce standardized periodic reports by January 1995 on types of cases/claims brought against the County in order to show trends that can assist the County avoid or minimize future liability.	On schedule	

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Management Support Services
Action Plans	Status	Remarks
<u>Emergency Management</u>		
1. Meet State guidelines for preparing Multnomah County departments and agencies to respond to and recover from a major emergency.	On schedule - begun	2 Guidelines complete, 4 in working drafts. Includes planning guidelines for Multnomah County, Troutdale, Fairview, and Wood Village
2. Prepare the community to deal with emergencies by promoting on-going self-help programs and public education information.	On schedule - begun	Public Education Packets sent - 9, Presentations - 3, Displays - 5, News Articles - 12. Many of the displays were at Fairs sponsored by private agencies i.e., Pacific Power and Light, etc.
3. Participate in annual regional planning to deal with emergencies that cross County boundaries.	On schedule - begun	IGA's were signed by Troutdale, Wood Village, Fairview, Fire District #10 via Multnomah County to participate in the Regional Emergency Management Group (REMG). The REMG is made up of 2 committees, the Regional Policy Committee and the Technical Committee. Multnomah County is the technical representative for all the above named jurisdictions. We also are facilitating a sub-committee to develop a regional computerized resource inventory program.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		County Auditor
Action Plans	Status	Remarks
<u>Auditor</u>		
1. Work with County departments and the Portland Auditor's Office to develop a mail survey of citizen attitudes about government services, for mailing by October 1, 1994.	Completed	We will be generating a report on the survey results and sharing the data with the involved County organizations.
2. Expand our audit process by August 1, 1994 to include reviews of performance measures that are reported in the budget by the organization we are auditing	On schedule - begun	Audits beginning in FY94-95 will include reviews of performance measures.
3. Replace six of the computers in the office with systems that have larger hard disks, more memory, and faster processing speeds by September 1, 1994 so that we can better analyze larger audit files.	Not on schedule	Four computers have been replaced, with the final two by November 15, 1994.
4. Hire temporary employees with specialized knowledge and skills to increase the number and quality of audits.	On schedule - begun	Hired an intern to assist us in audit of access to County services.

1994-95 PERFORMANCE REPORT - FIRST QUARTER ACTION PLANS		Independent Organizations
Action Plans	Status	Remarks
<u>Citizen Involvement Committee</u>		
1. Increase public awareness of County issues, services and programs by increasing publications from five to seven and increasing the number of copies distributed by 30%, sponsoring four public hearings, and making two public presentations to community organizations each quarter.	On schedule - begun	
2. Include as many citizens as possible in all phases of County decision-making by increasing the number of citizens referred for nomination to County Boards and Committees.	On schedule - begun	

Key Results

Community and Family Services

Division Management &
Administration

Special Projects

At-Risk Families with a Mentally Ill or Developmentally Disabled Member Who Receive Respite Services and Overcome the Crisis:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	135/80%	NA	NA

Services have not yet begun although families have recently been notified of the respite availability and access information. Taking into account the late start up, we are still projecting to meet our goal.

Gang-Involved and Gang-Affected Youth Who Stay in YEEP Jobs for 60 Days or Longer:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
149/39%	149/39%	115/34%	149/39%	56/61%	193/60%

Community and Family Services

Adult Mental Health

Commitment

People Taken into Police/Director Custody and Admitted to an Approved Hospital or Nonhospital Facility Within Two Hours of Custody (former title: People for Whom There is a Bed Available Within the Two Hours of Being Held for a Notice of Mental Illness):

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 2,720/80%	1994-95 <u>YTD</u> In Process	1994-95 <u>Estimated</u> 2,720/80%
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Key results title was reworded to reflect OAR changes in procedure, resulting in holds by police or mental health agency.

Information sources have been identified; cooperation is being sought from hospitals to provide admission time data. Staff will field test first quarter data at OHSU University Hospital and CareMark hospitals during second quarter.

Because there is no unobtrusive means of collecting hospital admission data, FY 93-94 data is not being sought. FY 94-95 data will form the baseline for subsequent years.

Average Length of Hospital Stay for People Placed on a Hold:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 12 days	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 12 days
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These data were formerly available through the Court Log, a data set generated by the Court through **OJIN** (Oregon Justice Information Network). Our internal database (**PCSIS**) was developed to take over this data collection because the Court could no longer continue to provide this service when they did not use the data themselves. Our new data analyst is learning our database and by second quarter should be familiar enough with it to calculate length of stay based on dates. FY 94-95 data will serve as the baseline.

Number and Percentage of People Committed Who are Serviced in the Community Rather Than in a State Hospital:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 49%	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> 83.3%	1994-95 <u>Estimated</u>
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For FY 93-94, there were 9 commitments (3%) to community mental health programs, 100 persons (34%) committed to a community hospital, and 35 "other" commitments (one to the VA and 34 to the custody of relatives or friends). More than half the commitments were still to the State Hospital. By the first quarter this year, the great majority of commits had shifted to community hospitals (78%), with 5% "other" commits, and only 16% to State Hospitals.

Community-Based Services

Percent of Clients Who Maintain or Improve Ability to Function as Measured by the Multnomah County Ability Scale:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u>
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Statewide use of the MCAS scale began October 1. From that baseline, we will compare subsequent measures done either 6 months further into service or at termination, whichever comes sooner. It is not yet clear how the State will share that information. Our work on this measure will be to track the extent of provider cooperation with its use and learn from the State how the results will be made available. (It most likely will be put into the excerpt file made available to the County on-line.) Actual change data won't be possible until the last quarter.

Percent of Clients at High Risk of Hospitalization Who are Stable in Community-Based Placements Over a Year's Time:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u>
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This measure is not doable as currently written. If clients "at high risk" and "in community-based placements" are redefined as persons living in PASSAGES-supported programs, the measure is more accurately identifying the most at-risk portion of our population. PASSAGES programs are those funded from downsizing Dammasch and moving former State Hospital patients into the community. It is difficult to predict community tenure for this group, although 80% is shown, probably more as a "default" than true expectation. FY 94-95 figures will serve as baseline for the future.

We do not have access to the integrated database at the State, only to excerpt files for community services in Multnomah County. Therefore, review of prior hospitalization history must be done through individual queries of known client names. The total numbers of clients aren't excessive, so the process, though inefficient, is in our capacity and the information well worth knowing.

Because the earliest PASSAGES project in the County wasn't in operation until Nov-Dec, 1993, tenure that is based on at least a 12-month period in the community can't be measured until the 3rd quarter of this year. This measure is probably best used as an annual outcome, since the information isn't cumulative and cannot be done a quarter at a time. To measure tenure for clients YTD is to measure each person four times a year. This outcome has less meaning than a single, longer term measure of tenure.

Residential Care

Percent of Clients at High Risk of Hospitalization Who are Stable in Residential Care Facilities Over a Year's Time:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> In Process	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80%
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These data are collected in the same process as the measure above, through individual queries; and the measure for RCF residents is also not cumulative, therefore subject to the same annual reporting limitations cited above.

It is not clear to us whether RCF client data are included in the excerpt file available to us on-line from the State. If not, we will need to negotiate greater access to State-collected County client data. At present, we have a client list with provider number and case number as identifiers, but no date of birth, which is needed to access hospital histories of individuals. The least desirable option is a manual reporting system from our providers. The RCF capacity in the County is 191 beds; 241 individuals were served in FY 93-94.

Crisis and Acute Care

Number and Percent of Clients Who Have a Notice of Mental Illness Filed on Them Who Were Known to Use an Available Public Mental Health Service Other than Pre-Commitment Within One Week Before or After the Hold (former title: Number and Percent of Clients Known to use Crisis Intervention Who Have a Notice of Mental Illness Filed on Them Within One Month of Service):

1992-93 <u>Actual</u> 81.7%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 73.1%	1994-95 <u>Budgeted</u> 65%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 65%
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Key result title was revised to more accurately describe the measure's use.

State data in FY 91-92 showed that in Multnomah County 81.7% of the persons in the commitment process was not enrolled in any other mental health service either a week prior or a week after the hold. For the rest of the state, the percentage was 65.2%. On the hypothesis that services prior or after a psychiatric crisis tends to minimize the frequency and severity of a county's hospital holds over all, it is proposed that Multnomah County reduce the number of persons that enter into a hold directly without first being seen by crisis services or who leave a hold without plans for ongoing support.

FY 93-94 figures for Multnomah County show a reduction of the percentage from 81.7% to 73.1%, a positive change indicating earlier intervention and/or increased follow-up to prevent subsequent episodes.

The budgeted outcome of 80% was not based on any factual information sufficient to warrant than goal. We don't have a comparative state figure for FY 93-94, but for now, the earlier figure of 65% demonstrated by the rest of the counties is substituted for the budgeted target. Negotiation is needed to see if the State will run this report for us quarterly.

Specialized Services

Homeless Persons with Mental Illness Who are Stabilized in Housing:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	48/2.3%	58/2.7%	NA	58/2.7%

Clarification with provider is needed for their definition of "stabilized" in housing.

Number and Percent of Persons Under the PSRB Served During the Report Period Without Revocation (former title: Number and Percent of Persons Under Supervision of the Psychiatric Security Review Board Who Complete the Term of Supervision Without Being Returned to Jail):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	In Process	Being Developed	NA	

Measure had to be modified because the terms of supervision extend for many years, making the single measure at time of termination such a small population that it was not very meaningful. Revocation can occur either for violation of the conditions of release or for hospitalization (in the Forensic Unit of the State Hospital) due to an episode of psychiatric crisis; and a client can be revoked for a short period of time and then returned to the same community program.

Partial data (3 agencies reporting) for FY 93-94 shows 65% without revocations, but this represents just over a third of PSRB clients. Complete data should be available by November 8.

Percent of Elderly referred to the Multi-Disciplinary Team for Assessments Who Receive Mental Health Services Identified as Needed During the Assessments:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	

This measure needs to be rethought and redefined because (a) any information about specific cases now resides only within case files across five agencies, presenting a retrieval difficulty; (b) the program targets not only casework with individuals but also consultation and training with other professionals working with seniors with mental illness. Question is being taken up by the MDT steering committee.

Major outcome over the past four years has been to establish 1 FTE geropsychiatric specialist in each quadrant, and to have the State recognize this special need by dedicating funds for this service and, so far, holding them harmless from cuts.

Community and Family Services

Alcohol/Drug

Community Awareness and Prevention

School Children and Their Families Who Show a Positive Change in Alcohol/Drug Related Behavior After Receiving Prevention Services:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	88/88%	NA	88/88%

1993-94 Actual from Touchstone Program not yet available; being compiled from client files; expected to be available December 1, 1994.

1994-95 YTD not available because this school-based project receives family referrals from school personnel during first three months of school year; quarterly data is not anticipated; FY 94-95 data available December 1, 1995.

Percent Increase in Number of Respondents to a Community Survey Who Believe They can Influence Alcohol and Other Drug Problems in the Community:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	5%	NA	5%

1993-94 Actual from Regional Drug Initiative (RDI) not yet available; expected to be available January 1, 1995.

1994-95 YTD based on annual survey which will be conducted by RDI; quarterly data is not anticipated; FY 94-95 data available January 1, 1996.

Assessment

Percent of People Referred to Treatment Who Actually Enroll in Treatment:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	97.3%	70%	97.3%	97%

1993-94 Actual reflects estimated number of clients who received DUII assessments and were referred to treatment in FY 93-94, but who did not enroll (73) divided by the actual total number of clients in FY 93-94 who were assessed and referred (2668); this estimate is based on 18% of the unsuccessful client terminations (408).

1994-95 YTD reflects estimate based on same methodology (15\561).

1994-95 Estimate reflects higher percentage based on baseline data

Community and Family Services

Alcohol/Drug

Assessment (Continued)

Percent of People Receiving a Comprehensive Assessment Who Complete the Treatment Program In Which They are Enrolled:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	83%	10%	86%	85%

1993-94 Actual reflects number of DUII clients who completed their treatment program in FY 93-94 (1980) regardless of what FY they received their assessment in divided by total clients who either successfully completed treatment or were recorded as unsuccessful (2388); persons still in treatment are not counted.

1994-95 YTD based on same methodology (85/615).

1994-95 Estimate is increased to reflect baseline data.

Sobering

Key Stakeholders (Police, Downtown Business Community, and Treatment Providers) Who Report that Sobering Services are Responsively Addressing the Shelter Needs of Publicly Intoxicated Persons:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	50/80%	NA	50/80%

1993-94 Actual not applicable; no baseline data.

1994-95 YTD will be based on one annual survey to be conducted in February 1995

Clients in the Sobering Program not Previously Served (former title: Clients in the Sobering Program not Previously Served Within The Past Year):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
13000/68.5%	NA	6958/86.8%	13000/68.5%	NA	7000/85%

We are modifying this key result to delete "within the past year" because we believe that the ratio of clients never served to total clients is a better measure of recidivism.

"Clients in the Sobering Program not Previously Served" 1993-94 Actual varies from 1992-93 Actual because FY 93-94 is based on unduplicated clients while 1992-93 was based on duplicated admissions.

1994-95 YTD not yet available; anticipated by December 1, 1994.

1994-95 Estimates based on new result and 1993-94 baseline data.

Community and Family Services

Alcohol/Drug

Detoxification

Clients Who Complete Detoxification and Who Enroll in Further Alcohol or Drug Treatment:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	1,418/74%	2,080/80%	345/74.7%	1,400/75%

1993-94 Actual and 1994-95 YTD reflect clients referred to treatment rather than actual enrollments; data on enrollments not available.

1994-95 Estimates lower than budgeted to reflect baseline data.

Clients Completing Detoxification Who Complete Further Alcohol or Other Drug Treatment Plans:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	1,000/40%	NA	700/37.5%

1993-94 Actual is being compiled as baseline data within the Target City Project. It will not be available until mid-February.

1994-95 YTD will be collected through the Target City Project Management Information System when operational.

1994-95 Estimate revised downward to reflect 1993-94 baseline data on clients completing detoxification who are referred to future treatment.

Adult Residential Treatment

Clients Entering Residential Treatment Who Complete Treatment Plans and Achieve Abstinence:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	415/67.8%	946/70%	NA	428/70%

1994-95 YTD will not be available from State Client Process Monitoring System until January, 1995. Target City MIS will collect when operational.

1994-95 Estimated clients reduced to reflect 1993-94 baseline data.

Adult Outpatient Treatment

Clients Entering Outpatient Treatment Who Complete Treatment Plans:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	724/32%	6,881/70%	NA	1,130/50%

1994-95 YTD will not be available from State Client Process Monitoring System Until January, 1995. Target City MIS will collect when operational.

1994-95 Estimated clients reduced to reflect 1993-94 baseline data.

Adult Residential Treatment

Abstinence from Alcohol or Other Drugs for Six Months Following Discharge from Treatment:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	378/40%	NA	245/40%

1994-95 YTD dependent on Target City Project evaluation component to be carried out starting in May, 1995.

1994-95 Estimated clients reduced to reflect 1993-94 baseline data on residential treatment completions.

Adult Outpatient Treatment

Abstinence from Alcohol or Other Drugs for Six Months Following Discharge from Treatment:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	2,752/40%	NA	452/40%

1994-95 YTD dependent on Target City Project evaluation component to be carried out starting in May, 1995.

1994-95 Estimated data reduced to reflect 1993-94 baseline data on outpatient treatment completions.

Community and Family Services

Alcohol/Drug

Adult Outpatient Treatment (Continued)

DUII Clients Who do not Receive a Subsequent DUII Offense in the Year Following Completion of Treatment Requirements:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	3,835/75%	NA	1,485/75%

1994-95 YTD not expected to be available on quarterly basis; 1994-95 data anticipated to be available in October, 1995.

1994-95 Estimated clients reduced based on baseline data for DUII treatment completions.

Methadone Treatment

Percent of Clients Completing Methadone Treatment Who Abstain from Illicit Drugs for Six Months Following Discharge from Treatment:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	30%	NA	30%

1994-95 YTD dependent on Target City Project evaluation component to be carried out starting in May, 1995.

Percent of Clients not Arrested While Receiving Treatment

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	70%	NA	70%

1994-95 YTD not anticipated to be available on quarterly basis.

Percent of Clients Who Abstain from Illicit Drugs While Participating in the Treatment Program:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	Being Developed

1994-95 YTD not anticipated to be available on quarterly basis.

1994-95 Estimated being developed in collaboration with providers and State.

Adolescent Treatment

Clients Entering Treatment Who Complete Treatment Plans:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 229/69%	1994-95 <u>Budgeted</u> 500/50%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 230/70%
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1993-94 Actual includes residential, outpatient and CIRT clients.

1994-95 YTD will not be available from State Client Process Monitoring System until January, 1995. Target City MIS will collect when operational.

1994-95 Estimates adjusted to reflect 1993-94 baseline data.

Adolescents Completing Alcohol/Drug Treatment Who Abstain from Alcohol/Drugs for Six Months Following Discharge from Treatment:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 250/50%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 115/50%
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1994-95 YTD dependent on Target City Project evaluation component to be carried out starting in May, 1995.

1994-95 Estimated clients reduced to reflect 1993-94 baseline data on adolescent treatment completions.

Gambling Addiction

Clients Completing Gambling Addiction Treatment Who Have Improved Their Living Stability at Time of Discharge:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 50%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 50%
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1993-94 Actual not yet available from contractors, anticipated by December 1, 1994.

1994-95 YTD not yet available from contractors.

Community and Family Services

Alcohol/Drug

Gambling Addiction Treatment

Number and Percent of Clients Entering Treatment Who Complete Treatment Plans and Achieve Abstinence or Control Over Behavior:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> Being Developed
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1993 Actual not yet available from contractors, anticipated by December 1, 1994.

1994-95 YTD not yet available from contractors.

1994-95 Estimates being developed in collaboration with providers and State.

Community and Family Services

Community Action

Anti-Poverty & Housing Stabilization Services

Case Managed Households Whose Income Available to Meet Basic Needs has Increased or Stabilized:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
40%	40%	NA	40%	NA	40%

New key result being measured this fiscal year.

In the 2nd Quarter of FY 94-95 CAPO will put in place data collection system to track unduplicated households accessing case management whose income available to meet emergency basic needs has increased or stabilized at 90 days following initiation of case management services.

Homeless and At-Risk Households Who are Stabilized in Housing for Six + Months:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
27%	27%	NA	30%	NA	30%

New key result being measured this fiscal year.

In the 2nd Quarter of FY 94-95 CAPO will put in place a data collection system to track all homeless and at-risk households stabilized in housing for 6 months or more.

Percent of Minorities Provided Access to Anti-Poverty Services Compared to Percent of Minorities in Poverty Population:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
35.2%/30%	35.2%/30%	NA	35.2%/30%	50%/30%	50%/30%

New key result being measured this fiscal year.

Of 5,651 families/individuals provided access to anti-poverty services, 2,857 are minorities. Estimate continuance of trend through current fiscal year.

Low Income Energy Assistance

Percent of Allocation Spent on Eligible Households:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
99%	100%	100%	100%	NA	100%

Program beginning operation for current winter season. Preliminary data will be available in 2nd Quarter.

Low Income Energy Assistance (Cont'd)

Percent of Households Receiving Energy Case Management Who Avoid an Energy Shut-Off While Receiving Services and for Six Months After Their Cases are Closed:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 75%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 75%
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New key result being tracked this fiscal year.

Program beginning operation for current winter season. Preliminary data on 6-month result will begin to become available in 3rd Quarter--more complete data available in 4th Quarter.

Low Income Weatherization Assistance

Households Receiving Energy Conservation Education Who Report an Increase in Comfort, a Decrease in Energy Consumption or Energy Expenditures:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 75%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 75%
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New key result being tracked this fiscal year.

Program beginning operation for current winter season. Surveys and evaluation data will be collected in spring, for report in 4th Quarter.

Households Receiving Weatherization Assistance Who Report an Increase in Comfort and a Decrease in Energy Consumption or Energy Expenditures:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 75%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 75%
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New key result being tracked this fiscal year.

Program beginning operation for current winter season. Surveys and evaluation data will be collected in spring, for report in 4th Quarter.

Low Income Weatherization Assistance (Cont'd)

Weatherization Dollars Spent on Cost Effective Energy Measures with a Payback of Less than Seven Years:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 87%	1994-95 <u>Estimated</u> 90%
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New key result being tracked this fiscal year.

Children's Mental Health and Youth Community and Family Services

Program Office

Managed Mental Health Care

Percent of Partners Project Children Who Avoid Hospitalization by Being Placed in Less Restrictive Settings (former title: Percent of Children Who Avoid Hospitalization by Being Placed in Less Restrictive Settings):

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 50%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 50%
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We are narrowing this measure to the population of individuals who are enrolled in Partners Project because our office does not have the front end authority to all individuals who are considered for hospitalization throughout Multnomah County. We are in the process of developing a survey of Managed Care Coordinators (MCC). The survey will collect the number of individuals enrolled in Partners Project who are considered for residential or hospitalization, and of these number, how many were diverted from residential or hospitalization.

The survey is being developed, the result will be available on December/January 1995.

Percent of Additional Children Receiving Mental Health Services Through the Managed Care System Within the Same Level of Resources and Quality of Care:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 25%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 25%
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We are not using this key result because this measure is not relevant in the current system of service delivery. This key result only applies in the Capitation Service system.

Percent of Families Who Show Positive Behavior Changes After Receiving a Year of Service:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 60%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 60%
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This key result is being tracked by the Portland State University's Regional Research Institute for families whose children are enrolled in Partners Project. The final report of this research will be available at the end of November/December 1994. This key result is most likely to look at the period of January 1994 through June 1994 and then be dropped due to the termination of Partners Project.

Children's Mental Health and Youth Community and Family Services Program Office

Community-Based Services

Percent of Children Who Avoid Hospitalization by Being Placed in Less Restrictive Settings:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	50%	NA	50%

This key result is planned to be implemented as of FY 95-96. Within this fiscal year, CAMHP formed a workgroup which was comprised of community providers, families, advocates and County staff to produce a reporting requirement to track this key result. As of July 1, 1995, all community crisis service providers are required to report a monthly Crisis Utilization Report. We are tracking the total number of individuals who are referred for crisis services and its disposition: community services, outpatient treatment, hospital, juvenile justice involvement, police officer hold, or no further service provided.

Percent of Children Completing Their Treatment Plans Within the Timeline Specified in Their Plans:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	75%	NA	75%

We are implementing a process to collect this information through the Quarterly Utilization Review. County staff will include this question as part of the quarterly review for all 22 agencies at each utilization review. Data collection will begin at the next scheduled quarterly review.

Through the process of developing these key results, a key result was inadvertently omitted. Please review the additional key result below:

Percent of Consumers Satisfied With Community Mental Health Treatment Services Throughout Multnomah County:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	60%	65%	NA	75%

Children and families who are satisfied with treatment are better able to develop nurturing and thriving family environments. Surveys were distributed to families and individuals who received outpatient mental health services in May 1994. Through these surveys, we collected clients and parents responses on issues such as being informative on client rights, their values on services provided, their culture beliefs in the planning process, and their satisfaction on the services. We are committed to conducting these surveys every six months. Our next survey will be in November 1994. The result and comparison analysis will be available in February 1995.

Children's Mental Health and Youth Community and Family Services

Program Office

School-Based Mental Health Services

Percent of Children Receiving Services in School Mental Health Program (SMHP) and School Based Health Clinic (SBHC) Who Continue to Attend and Participate in School Throughout the School Year (former title: Percent of Children Receiving Services Who Continue to Attend and Participate in School Throughout the School Year):

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	75%	NA	75%

Since we have no mechanism to collect data on all children in Multnomah County who would receive services and continue to attend and participate in school throughout the school year, we request to change this key result.

We are collecting the number of individuals who are enrolled in SMHP or SBHC through the monthly client count report. We plan to add a data element to collect the number of the enrolled individuals who remain in school or drop out of school. Information will be available at the end of 1994-1995 school year.

Percent of Students in Head Start Albina/Mt. Hood Head Start Program Who Received Services as Pre-Schoolers Whom Kindergarten Teachers Believe are Prepared to Participate Successfully in School (former title: Percent of Kindergarten Students Who Received Services as Pre-Schoolers Whom Kindergarten Teachers Believe are Prepared to Participate Successfully in School):

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	75%	NA	75%

Due to the same reason cited above, we request to change this key result. This key will be included on the surveys to all teachers at the sites where Head Start Programs are being served. This survey tracks children who received mental health services while attending Head Start who, when they enter kindergarten, are assessed by the kindergarten teacher as being ready to learn, according to statewide developmental standards yet to be developed. Information is projected to be available at early January 1995.

Percent of Children Served Who Meet Requirements for Successful Completion of School, Including GED, High School Diploma, Certificate of Mastery:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	75%	NA	75%

We are not using this key result because of the long range to connect this outcome. This key would not be applicable to the effect of an annual budget implementation.

Children's Mental Health and Youth Community and Family Services Program Office

Specialized Services

Percent of Children Served in CARES (Child Abuse Response and Evaluation System) Who are Evaluated for Abuse Whose Family is Enrolled in an Appropriate Treatment or Abuse Prevention Program (former title: Percent of Children Who are Evaluated for Abuse and Determined Affected by Abuse Whose Family is Enrolled in an Appropriate Treatment or Abuse Prevention Program):

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 75%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 75%
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We request to change this key result. County staff at CARES site will be able to collect data such as number of family consultations, number of open cases, and number of individuals receiving treatment and/or intervention program in the community. This information will be available on January 1995.

Growth Promotion

Number of Child Care Slots Available in N/NE Portland, as a Targeted Area:

1992-93 <u>Actual</u> 3,552	1993-94 <u>Adopted</u> 3,552	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 3,552	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 3,552
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The goal of maintaining 3,552 child care slots in N/NE Portland is currently being met.

Number and Percent of Children Entering Kindergarten Who Meet Specific Developmental Standards for Their Age:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This key result is duplicated in School-Based Mental Health Services, and will be tracked in the Mental Health System. See this key result in School-Based Mental Health Services.

Children's Mental Health and Youth Community and Family Services Program Office

Family Centers

Percent of Children Served Through the Family Centers Who Meet Specific Developmental Standards Upon Entering Kindergarten:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	80%	NA	80%

State identification of the specific developmental standards to be utilized has not been finalized. Baseline data needs to be established.

Percent of Children Served Through the Family Centers Who Stay in School:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	80%	NA	80%

Children will be tracked for the next two years on their school attendance in order to establish a baseline. Resources at Family Centers will be directed at ensuring that children remain in school.

Percent of Children Receiving Diversion Services Through the Family Centers Who do not have Subsequent Allegations or Offenses:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	65%	60%	NA	65%

This key result is currently being monitored. Actual data is available on an annual basis after the end of each fiscal year. This is the third year data has been collected and analyzed, and recidivism is being tracked over time where possible.

Prevention

Percent of Runaway/Displaced Youth Who Successfully Transition to Stable Housing:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

This key result is being coordinated with Community Action Program Office to track the number of youth served in County - funded shelters who were able to transition to permanent housing.

Children's Mental Health and Youth Community and Family Services Program Office

Prevention (Cont'd)

Percent of Children Attending a Child Abuse Prevention Education Session Who can State an Appropriate Plan of Action in Response to a "What If" Story About an Abusive Situation:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 60%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 60%
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Currently negotiating with providers to follow-up on children who have attended Child Abuse Prevention Education Session.

Intervention

Percent of Teen Mothers Receiving Services Who Report Active Support and Participation from the Father of the Child:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 60%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 60%
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This information is being generated by the Health Department who is currently establishing baseline data.

Percent of Highest-Risk Teen Parents Whose Child(ren) is not Taken into Custody by the Children's Services Division:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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The Health Department administers the contracts for teen parent services. This information is being generated by the Health Department who is currently establishing baseline data.

Percent of Youth Committed to the State Training School Who are African-American Compared to Percent of African-American Youth in the General Population:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 42%/13%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 42%/13%
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The program will update this information upon receiving data from the Juvenile Justice Division.

Community and Family Services Community Development

Housing Development & Rehabilitation

Percent of Area Households Below Median Income Spending 30% or Less on Housing:

	1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
Homeowners	64%	NA	NA	73%	NA	73%
Renters	50%	NA	NA	60%	NA	60%

New key result being measured this fiscal year.

In the 2nd quarter of FY 94-95, Community Development will coordinate data collection with the cities of Portland and Gresham and the Housing Authority of Portland.

Public Works

Real Per Capita Capital Outlays for Public Infrastructure Development/Repair:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	Being Developed	NA	

New key result being measured this fiscal year.

In the 2nd quarter of FY 94-95, Community Development will coordinate data collection with the participating cities of Wood Village, Troutdale and Fairview.

Community and Family Services Developmental Disabilities

Vocational Services

Individuals Receiving Funded Vocational Services Who Show Maintenance or Improvement in Wages:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80%
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Developing the tool to establish the baseline.

Residential Services

Percent of Clients Receiving Funded Residential Services Who Show Maintenance or Improvement in Functioning During the Year:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80%
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Developing the tool to establish the baseline.

New key result must be established in this area - staff working on this currently.

Adult Services Coordination

Percent of People Receiving Services Coordination Who Show Maintenance or Improvement in Functioning During the Year:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 50%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> ?
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Developing the tool to establish the baseline.

New key result to be established in this area.

Percent of Adults for Whom Private Resources are Arranged as Defined in the Individualized Service Plan:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 20%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 20%
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Tool being developed to measure unduplicated count in 17 Resource areas. Current tool does not identify by individual and count may be duplicated if individual is served in multiple areas.

Community and Family Services Developmental Disabilities

Youth Services Coordination

Percent of Youth with Developmental Disabilities Who are Working Toward or Achieving Goals as Described in Their Transition Plans:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 98%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 98%
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Developing the tool to establish the baseline.

Protective Services

Percent of Individuals for Whom Investigation Recommendations were Implemented Who Show Maintenance or Improvement in Functioning Within 60 Days of Completed Investigation:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 40%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 40%
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Developing the tool to establish the baseline.

Community and Family Services Developmental Disabilities

Intake and Assessment

Percent of Intakes Completed Within 60 Days of First Contact:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 68%	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> 96%	1994-95 <u>Estimated</u> 80%
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Percent of People Going Through Intake Who Report that They Felt They were Treated with Respect, Fairness, and Courtesy:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80%
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Original consumer survey did not measure the identified elements. New survey document has incorporated these specific elements and will be implemented by 1/1/95.

Specialized Services

Percent of People Attending Training Sessions Who Evaluate the Trainings as Very Good to Excellent on an Exit Survey:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 89%	1994-95 <u>Estimated</u> 90%
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Medical Examiner

Reported Cases Handled by the Medical Examiner Office per Investigator:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
364	376	395	389	395	395

Annualized Numbers.

Emergency Medical Services (EMS)

Eight Minute Response Time Percentage:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
85%	90%	85.5%	90%	76%	90%

1993-94 Actual is for period 7/93-2/94. In March 1994 a new dispatch system was implemented by BOEC. Performance deteriorated due to dispatch problems, but no data revealing this was available until 9/94. 1993-94 YTD reflects 7/94-9/94 data. Dispatch system is being changed; we expect to resume baseline performance for remainder of FY 94/95.

Health Inspections

Percent of Restaurant Food Handlers with County Food Handler Certificate:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
86.8%	88%	84.5%	90%	84.9%	86%

Performance figures have deteriorated mildly due to having inadequate staffing to perform follow-up on establishments not meeting this standard. New sanitarian is being hired. 90% goal is also being re-evaluated; may revise in future.

Vector Control

Rat Complaints per 1,000 County Residents:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
3.4 (EST)	3.4	3.5	3.4	5.2	3.5

YTD figure is annualized. Because rat complaints are higher during the summer, the YTD figure is artificially high. Estimated figure for 94-95 year is stable.

Childhood Lead Poisoning Prevention

Percent of Children Receiving Basic Lead Poisoning Prevention Services:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	31%	30%	31%	30%

1993-94 actual and 1994-95 YTD figures are based on child 0-18 years old. Focus population is 0-6 years old, but denominator data is not currently available. Actual performance in focus population is better than noted above.

Health Department

HIV/STD Services and Department-wide Planning

Planning & Development Unit

Percent of Potential Grant Dollars Obtained:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	50%	90%	50%	86%	75%

HIV Education and Field Research

Percent of Persons Who Demonstrate an Improved Knowledge Base Following an HIV Education Session:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA		95%		

Drug Treatment Center-Based Clinic/Linkage

Number of Primary Health Care Visits to Substance Abusers and Their Family Members/Sexual Partners per FTE Provider:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
446	1,260	1,575	1,386	264	1,200

1994-95 Estimated - Shows reduction from four service sites to one.

HIV in Women

Percent of Women in Project Neighborhoods Who are Practicing Safer Sex:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	69%	50%	NA	NA

Interviews to obtain this information have not been completed for 1994-95.

Health Department

HIV/STD Services and Department-wide Planning

Risk Behavior Intervention Project NIDA Cooperative Agreement

Percent of Injection Drug Users Who Engage in Safe Drug Use Behaviors:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 50%	1994-95 <u>Budgeted</u> 60%	1994-95 <u>YTD</u> 35%	1994-95 <u>Estimated</u> 60%
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This figure is low because our grant year runs September to August and on 11-1-94 we implemented a new prevention intervention that will take a month or so to get up and running. I expect to have our numbers up again by the middle of December.

Homeless Persons Risk Reduction/CSAT

Maintain or Decrease the Percent of Homeless Persons Who Test Positive for the HIV Virus in The Health Department System:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> .7%	1994-95 <u>Budgeted</u> 2.5%	1994-95 <u>YTD</u> 1.3%	1994-95 <u>Estimated</u> 2.5%
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Early rates may have been artificially inflated due to the fact that testing made available in 1988 attracted large numbers of at risk clients who had previously been untested.

STD/HIV Clinic

Maintain or Reduce the Number of Gonorrhea Cases per 100,000 County Residents Between the Ages of 15 and 44:

1992-93 <u>Actual</u> 321	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 97	1994-95 <u>Budgeted</u> 290	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 290
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The YTD data is not available from State at this time.

Although morbidity decreased markedly in 93-94, it may not continue due to the cyclical nature of STD's, so we will not be adjusting the estimated figure.

Health Department

HIV/STD Services and Department-wide Planning

STD/HIV Epidemiology

Percent of Reported Cases of the Following STDs Interviewed by County Disease Intervention Specialists for Contacts:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Gonorrhea	80%	82%	80%	85%	85%	85%
Syphilis	95%	95%	98%	95%	95%	95%
Chlamydia	25%	40%	32%	80%	35%	45%

We believe that the 1994-95 budgeted figure for Chlamydia should have been projected at a lower level due to the high level of morbidity and other contributing factors.

HIV Clinic

Percent of Potential Clients Who Receive Clinical Services Within Three Weeks of Initial Contact with Clinic:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA		50%	60%	55%

Please note the final estimate for the 1994-95 fiscal year falls below the year-to-date because ever-increasing client enrollment will reduce our capacity to facilitate new client enrollment over time.

Seropositive Wellness

Percent of Clients Enrolled in Seropositive Wellness Program who are Practicing High Risk Behaviors and Show a Reduction in Risk Behavior Between Initial and Follow-up Counseling Sessions:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	

During the life of this project, the State Health Division has used three different data bases. They are currently combining them into one at which time I will be able to get the data needed to give the 93-94 actual numbers and then I can make the projection. It will be available by the next report period.

Health Department

Specialty Care Services

International Health Center

Refugee Primary Care Visits per Provider FTE:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
2,860	2,900	2,247	3,080	466	2,250

Reduced productivity due to provider turnover and maternity leaves.

Tuberculosis Mgmt Service

Percent of TB Clinic Patients Who Complete a Course of Active TB Treatment:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
79.9%	80%	NA	75%	NA	75%

Data are not available from the State Health Division until February 1995.

Communicable Disease

Number of Preventable Hepatitis A Cases Transmitted by Workers in High-Risk Settings:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
5	0	Not tallied	0	0	0

Occupational Health

Percent of Multnomah County Employees Who Have Received the Bloodborne Pathogen Program (BBPP) Training:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
80%	90%	Not tallied	95%	16%	95%

Due to summer vacations, annual trainings were not scheduled in July and August. Resumed scheduling of trainings in September.

School-Based Health Center Program

Pregnancy Rate in School Clinics:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
52.1	<50	15-17 y.o. 15-19 y.o. 60.7% 65.5%	<50	26 actual preg. *rate = 37.1	15-17, 15-19 60% 63%

* This rate is estimated to continue to rise as more clients become pregnant during school year.

Additional Key Results

Percent of Female SBHC Family Planning Clients Who Do Not Get Pregnant During the Year:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	15-19 y.o. 92.2%	15-19 y.o. 95%	15-19 y.o. 95% YTD	15-19 y.o. 93% YTD

Field Service Team/Childhood Immunization

Percent of 2-year Olds Who are Adequately Immunized Against Preventable Diseases (Baseline to be Established by FY 94-95):

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u>
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County-wide immunization level data available now. Program being written now to determine specific levels of two-year olds served by Field teams. These two-year olds will be a mix of Primary Care clients and Non-Primary Care clients. Six-month baseline data will be available by 1/95.

Teen Family Support

Percent of Teen Mothers Assessed for Health, Social, and Parenting Needs:

1992-93 <u>Actual</u> 50%	1993-94 <u>Adopted</u> 75%	1993-94 <u>Actual</u> 73%	1994-95 <u>Budgeted</u> 95%	1994-95 <u>YTD</u> 85%	1994-95 <u>Estimated</u> 95%
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Family Service Center

Increase in Rate of Adequate Prenatal Care in the Brentwood/Darlington Service Area:

1992-93 <u>Actual</u> 90.7%	1993-94 <u>Adopted</u> 90.4%	1993-94 <u>Actual</u> 97%	1994-95 <u>Budgeted</u> 93%	1994-95 <u>YTD</u> 81.2%	1994-95 <u>Estimated</u> 94%
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1993-94 actual percentage is based on definition of adequate prenatal care of total number visits, as is 94/95 YTD. The new standard of adequate care is being changed by the State Health Division to be care which begins in the first trimester. Data based on this new definition is not yet available but 94/95 estimate utilized this new standard. These actual percentages were hand-tabulated for this report and may reflect incomplete data leading to 94/95 YTD variance. Complete data from the vital statistics unit will be available midway through the following year.

CareOregon

Compliance with Oregon Health Plan Quality of Care Requirements and Standards:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 100%
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Medicaid/Medicare

Percent of Clients Potentially Eligible for Medicaid Coverage Who are Screened for Medicaid Eligibility:

1992-93 <u>Actual</u> 46%	1993-94 <u>Adopted</u> 58%	1993-94 <u>Actual</u> 57%	1994-95 <u>Budgeted</u> 65%	1994-95 <u>YTD</u> 60%	1994-95 <u>Estimated</u> 85%
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Homeless Children's Project

Percent of 2-Year Old Project Clients Who are Appropriately Immunized:

1992-93 <u>Actual</u> 78%	1993-94 <u>Adopted</u> 80%	1993-94 <u>Actual</u> 71%	1994-95 <u>Budgeted</u> 82%	1994-95 <u>YTD</u> 68%	1994-95 <u>Estimated</u> 80%
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Need to evaluate the cause of this drop and design a plan to correct the problems. I am changing the 94/95 goal to respond to the new data.

Primary Care Clinics

Percent of Pregnant Women in Multnomah County Health Department Primary Care Clinics Receiving Prenatal Care Beginning in the First Trimester:

1992-93 <u>Actual</u> 46%	1993-94 <u>Adopted</u> 63%	1993-94 <u>Actual</u> 56%	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> Quarterly Data not available	1994-95 <u>Estimated</u> 65%
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The 1993-94 actual is an improvement of 105 over 1992-93, but not the 17% we hoped for. For this reason the 1994-95 has been decreased to 70% or a 14% additional increase.

Regular, accurate data is currently difficult to obtain. This will be one of the first projects taken on by the work group.

Burnside Clinic

Percent of Burnside Health Clinic (BHC) Clients Immunized for Pneumovax and Tetanus:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Pneumovax	70%	80%	100%*	85%	Data not available Audit due 1/95	95%
Tetanus	58%	80%	63%	80%		80%

* Chart audit 1/94 of 30 appropriate medical records.

Coalition Clinics

Percent of Coalition Clinic 2-Year Old Clients Appropriately Immunized:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
50%	55%	71%	60%	72.6%	75%

Dental Services/School & Community Dental Services

Percent 6-8 Year Olds Decay Free:

1992-93 <u>Actual</u> 44%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 50%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This indicator is determined by scientific oral health assessment done on a large sample of school children. Our plan is to contract for this kind of study every three years. We will not have data on this indicator until 95/96.

Dental Services/Dental Clinics

Dental Relative Value Productivity Units (RVU's) per Dentist:

1992-93 <u>Actual</u> 9,027	1993-94 <u>Adopted</u> 9,000	1993-94 <u>Actual</u> 9,478	1994-95 <u>Budgeted</u> 9,800	1994-95 <u>YTD</u> 2,553*	1994-95 <u>Estimated</u> 9,800
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Health Department

Support Services

Pharmacy Services

Total Cost per Prescription Dispensed to County Clients:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$15.02	\$16.97	\$13.87	\$19.00	\$16.04	\$19.00

Too early in FY to tell whether true costs are really that much under estimate.

Largest factor of increase from 93/94 actual and 94/95 YTD is under increase in indirect costs.

Laboratory

Maintain or Reduce Unit Costs of Laboratory Tests:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$7.26	\$8.37	\$7.81	\$8.37	\$7.19	<\$8.37

YTD actual is low in part because of LGFS not reflecting all actual cost to date.

Information & Referral Services

Human Services Referral Calls Taken per FTE:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
6,955	7,132	7,333	7,940	1,503	7,940

Health Education

Contacts Per Month:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
1,800	1,800	1,950	1,800	2,600	2,400

Some activities are seasonal.

Language Services

Percent of Non-English Speaking Clients Receiving Health Care in Their Language, or Receiving Interpreted Care:

1992-93 <u>Actual</u> 90%	1993-94 <u>Adopted</u> 92%	1993-94 <u>Actual</u> 91.4%	1994-95 <u>Budgeted</u> 96%	1994-95 <u>YTD</u> 93.7%	1994-95 <u>Estimated</u> 95%
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Deviation in 94-95 YTD is understated due to computer input error at time for appointment scheduling, (i.e., interpreter is scheduled at the site, but not reflected by computer input at that site.) Language Services will work with site supervisors to correct this problem.

Health Department

Business & Administrative Services

Grants Management & Accounting

Percent of grant funds collected:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
96%	97%	96%	97%	NA	97%

It would be time consuming and expensive to measure grant collection ratios continuously.

Medical Claims Processing

Percent of Claims for Medical Care Provided on a Referral Basis Paid Within One Month of Receipt:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
30%	40%	53%	45%	68%	75%

Decrease volume (71%) in total claims February 94 - current. Anticipate additional decrease (60%) over next six months with Reep closure. Processing claims current.

Medical Billings & Receivable

Percent of Medicaid and Other 3rd Party Bills Processed Within 30 Days:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
85%	90%	80%	90%	65%	75%

OHP, ODS, CareOregon, computer programming have contributed to many delays in billing since February 1994. These issues have not been totally resolved, billing has been delayed several times.

Human Resources

Percent of Vacancies Posted Within 1 Week of Notification by Hiring Authority:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
85%	87%	89%	90%	95%	90%

Health Department

Business & Administrative Services

Health Information Systems and Information

Programming Enhancements Developed per \$10,000 Expenditure:

1992-93 <u>Actual</u> 3.7	1993-94 <u>Adopted</u> 3.6	1993-94 <u>Actual</u> 1.81	1994-95 <u>Budgeted</u> 4.2	1994-95 <u>YTD</u> 1.79	1994-95 <u>Estimated</u> 1.75
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This measure may need to be replaced, as our method of HIS support changes with the transfer to OHSU.

Clinical Services

Percent of Pregnant Females (Adults and Juveniles) Receiving Prenatal Care While Incarcerated:

1992-93 <u>Actual</u> 80%	1993-94 <u>Adopted</u> 80%	1993-94 <u>Actual</u> 80%	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 80%
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Mental Health

Percent of Incarcerated Clients With Known Mental Health Needs Who Receive Psychiatric Interventions:

1992-93 <u>Actual</u> 15%	1993-94 <u>Adopted</u> 20%	1993-94 <u>Actual</u> 25%	1994-95 <u>Budgeted</u> 25%	1994-95 <u>YTD</u> 42.9%	1994-95 <u>Estimated</u> 25%
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Aging Services

Community Access Services

Program Management/Advocacy

Percent of Contract Successfully Completed:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
89%	96%	97%	96%	NA	96%

This key result cannot be calculated until the end of the year.

District Centers/Case Management

Percent of Frail Elderly Who are Served:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Total	5.9%	6.5%	6.2%	7.0%	NA	7.0%
Downtown	19.3	10.4	10.7	20.0	NA	20.0
East Co.	3.7	4.1	4.2	4.5	NA	4.5
North	6.7	7.6	8.2	8.0	NA	8.0
N/NE	7.3	6.7	6.9	8.0	NA	8.0
NE	11.3	11.4	10.8	12.0	NA	12.0
NW	9.2	9.3	9.7	10.0	NA	10.0
SE	5.6	6.6	6.5	8.0	NA	8.0
SW	4.1	4.6	3.7	5.0	NA	5.0

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percent of Frail Elderly Age 75 and Older Who are Served:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Total	11.9%	12.5%	12.9%	13.0%	NA	13.0%
Downtown	18.8	16.0	16.6	19.3	NA	19.3
East Co.	8.4	9.5	10.0	10.0	NA	10.0
North	14.2	16.7	17.5	17.0	NA	17.0
N/NE	13.3	11.4	12.1	13.7	NA	13.7
NE	23.3	23.3	22.8	23.7	NA	23.7
NW	15.9	15.1	16.9	16.3	NA	16.3
SE	10.7	15.1	12.7	15.5	NA	15.5
SW	9.1	10.1	8.6	10.5	NA	10.5

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Aging Services

Community Access Services

District Centers/Case Management (Cont'd)

Percent of Clients Served Who are New:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Total	6.1%	6.2%	6.6%	6.2%	NA	6.2%
Downtown	12.3	10.3	13.5	12.5	NA	12.5
East Co.	4.3	7.9	8.3	8.1	NA	8.1
North	10.4	7.7	11.7	10.6	NA	10.6
N/NE	6.1	4.5	5.9	6.3	NA	6.3
NE	8.4	6.3	11.6	8.5	NA	8.5
NW	3.0	2.7	6.4	3.2	NA	3.2
SE	1.6	4.5	5.7	4.7	NA	4.7
SW	8.7	4.8	9.4	8.9	NA	8.9

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percent of Low Income Frail Elderly Who are Served:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Total	9.4%	10.8%	7.3%	7.8%	NA	7.8%
Downtown	11.4	16.3	7.7	8.2	NA	8.2
East Co.	6.6	8.6	4.7	5.8	NA	5.8
North	9.2	2.8	8.2	8.7	NA	8.7
N/NE	9.7	11.3	4.8	5.3	NA	5.3
NE	11.5	15.2	10.8	10.8	NA	10.8
NW	19.4	22.2	14.4	14.9	NA	14.9
SE	8.0	10.2	7.5	8.0	NA	8.0
SW	13.5	15.0	11.9	12.4	NA	12.4

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Aging Services

Community Access Services

District Centers/Case Management (Cont'd)

Percent of Minority Frail Elders Who are Served:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Total	8.6%	8.6%	8.2%	9.0%	NA	9.0%
Afri/Amer:	13.7	12.7	12.8	14.0	NA	14.0
Asian:	2.3	1.6	1.7	3.8	NA	3.8
Native Amer:	10.2	13.8	14.5	10.7	NA	10.7
Hispanic:	5.1	3.5	3.5	5.6	NA	5.6
Other:	12.1	20.2	18.9	12.6	NA	12.6

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Nutrition Services

Percentage of Nutrition Participants Responding Favorably to a Participant Survey:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	In Development	

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percent of Multnomah County Elderly Served:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
6.7%	7.0%	7.2%	7.5%	NA	7.5%

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Aging Services

Community Access Services

In-Home Services

Percent of Elderly Served in Their Own Homes:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 36.0%	1993-94 <u>Actual</u> 41.5%	1994-95 <u>Budgeted</u> 35.5%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 35.5%

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Ethnic Services

Ethnic Minority Clients as a Percentage of Total Clients Served:

	1992-93 <u>Actual</u> 13.6%	1993-94 <u>Adopted</u> 13.9%	1993-94 <u>Actual</u> 16.6%	1994-95 <u>Budgeted</u> 14.4%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 14.4%
Total						
Afri/Amer:	6.8	6.6	8.4	6.7	NA	6.7
Asian:	3.8	4.2	5.8	4.3	NA	4.3
Native Amer:	1.2	1.2	0.7	1.3	NA	1.3
Hispanic:	1.4	1.7	1.3	1.8	NA	1.8
Other:	0.3	0.3	0.4	0.4	NA	0.4

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percentage of Ethnic Minority Elders Served:

	1992-93 <u>Actual</u> 24.5%	1993-94 <u>Adopted</u> 33.6%	1993-94 <u>Actual</u> 36.5%	1994-95 <u>Budgeted</u> 34.0%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 34.0%
Total						
Afri/Amer:	27.1	34.9	40.6	35.2	NA	35.2
Asian:	21.4	30.9	39.3	31.2	NA	31.2
Native Amer:	37.4	50.4	28.2	51.0	NA	51.0
Hispanic:	18.7	29.9	20.5	30.3	NA	30.3
Other:	24.5	33.6	32.1	34.0	NA	34.0

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Aging Services

Community Access Services

Access Services

Percent of Access Service Contacts Linked to Services:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
68.7%	70.0%	69.2%	72.0%	NA	72.0%

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Multi-Disciplinary Team (MDT)

Response to Request for Assistance:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	Being Developed	Being Developed	

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Improvement in Health, Safety, Fiscal, and Living Situation:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	Being Developed	Being Developed	

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Aging Services

Long Term Care Services

Program Management and Advocacy

Percentage of Intakes Completed within 45 Days:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> Being Developed	1994-95 <u>Estimated</u>
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Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Community-Based Care

Percentage of ASD Medicaid Clients in Community-Based Care:

1992-93 <u>Actual</u> 62%	1993-94 <u>Adopted</u> 63%	1993-94 <u>Actual</u> 62.8%	1994-95 <u>Budgeted</u> 64%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 64%
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Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Nursing Facility Case Management

Percent of Medicaid Clients Residing in Nursing Facilities:

1992-93 <u>Actual</u> 38%	1993-94 <u>Adopted</u> 37%	1993-94 <u>Actual</u> 37.2%	1994-95 <u>Budgeted</u> 36%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 36%
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Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Aging Services

Public Guardian

Percent of Requests for Services Accepted or Diverted to Other Appropriate Providers:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> Being Developed	1994-95 <u>Estimated</u>
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Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Improvement in Clients 180 Days after Admission:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> Being Developed	1994-95 <u>Estimated</u>
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Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Adult Care Home Regulation

Percentage of Adult Care Home Residents Responding Positively to a Resident Survey:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> Being Developed	1994-95 <u>Estimated</u>
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Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percentage of Home Operators Responding Positively to Customer Survey:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> Being Developed	1994-95 <u>Estimated</u>
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Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Aging Services

Adult Care Home Regulation (Cont'd)

Percent of All Operating Homes Currently Identified Which Are Licensed or in Corrective Action:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> Being Developed	1994-95 <u>Estimated</u>

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Performance Trends

Percentage of ASD Case Management Clients in Community-Based Care:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Comm. based	74%	75%	74.6%	75%	NA	75%
Nurs. home	26%	25%	25.4%	25%	NA	25%

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percent of ASD Clients Who are Extremely Frail:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
	83.3%	84.3%	84.0%	NA	84.0%

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Aging Services

Performance Trends (Cont'd)

Percent of Frail Minority Elders Served:

	1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
Total	45.7%	43.0%	56.0%	46.2%	NA	46.2%
Afri/Amer:	65.0	58.4	69.1	65.5	NA	65.5
Asian:	27.1	27.6	44.8	28.1	NA	28.1
Native Amer:	40.8	39.5	46.0	40.0	NA	40.0
Hispanic:	26.6	27.9	33.6	28.4	NA	28.4
Other:	16.9	17.4	33.4	17.9	NA	17.9

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percent of Low Income Frail Elderly Served:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
99.6%	90.7%	98.2%	99.6%	NA	99.6%

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percent of Frail Elderly Age 75 and Older Served:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
62.3%	56.2%	71.8%	63.0%	NA	63.0%

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Percent of Elderly Served Who were Abused, Neglected, or Exploited:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	Being Developed	Being Developed	NA

Aging Services compiles and calculates performance trends on a quarterly basis. The deadline for the Performance Report came before client data was available.

Juvenile Justice

Administrative & Program Support

Customer Satisfaction:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> Being Developed	1994-95 <u>Estimated</u> Establish Baseline
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Intake and System Coordination

Public Inquiries Provided with Information About and Access to the Juvenile Justice System within 24 Hours:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 85%	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 90%
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Court Services

Percent of Time the Court Accepts the Juvenile Division's Recommendations:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 80%	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 85%	1994-95 <u>YTD</u> 97%	1994-95 <u>Estimated</u> 85%
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Juvenile Justice

Court Services for Abused and Neglected Children

Percent of Time the Court Accepts the Juvenile Division's Recommendations:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 80%	1993-94 <u>Actual</u> N/A	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> 96%	1994-95 <u>Estimated</u> 80%
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Probation Counseling

Juveniles Who Exhibit Successful Behavior During Probation:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 60%	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 60%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 60%
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Computer programs now are in place. Data will be reported next quarter.

Successful Completion of Community Service:

1992-93 <u>Actual</u> 80%	1993-94 <u>Adopted</u> 85%	1993-94 <u>Actual</u> 75%	1994-95 <u>Budgeted</u> 85%	1994-95 <u>YTD</u> 70%	1994-95 <u>Estimated</u> 85%
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Successful Participation and Competency in Skill Development Services:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 20%	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 30%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 30%
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We have not addressed yet the pre-test/post-test issue and have no current method for collecting data. We have deferred this measurement due to current reorganization.

Successful Completion of Restitution:

1992-93 <u>Actual</u> 50%	1993-94 <u>Adopted</u> 50%	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 50%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 50%
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In progress. We will work with the State in terms of providing data at the end of the second quarter.

Juvenile Justice

Probation Counseling (Cont'd)

Percentage of Diversion Youth Who Successfully Complete Their Programs:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 40%	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80%
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The program is only several weeks old. We are working on a tracking system to provide measurement data.

Juvenile Sex Offenders Who Successfully Complete Sex Offender Treatment:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 80%	1993-94 <u>Actual</u> 84%	1994-95 <u>Budgeted</u> 85%	1994-95 <u>YTD</u> 78%	1994-95 <u>Estimated</u> 85%
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Juvenile Sex Offenders Who Exhibit Successful Behavior During Probation:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 65%	1993-94 <u>Actual</u> 61%	1994-95 <u>Budgeted</u> 70%	1994-95 <u>YTD</u> 73%	1994-95 <u>Estimated</u> 70%
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Detention

Percent of Youth Who do not Escape Detention:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 100%	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 100%
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Note: 1993-94 figure covers Oct. 28 - June 30, 1994, the period in which youth were housed in the new facility.

Percent of Grievance Filed by Youth in Custody Resolved at Step One of the Review Procedure:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 85%	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 90%
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Juvenile Justice

Detention (Cont'd)

Physical Assaults on Staff by Youths in Custody:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	0	NA	0

We are in the process of changing our Incident Report to include this data and will report data following the second quarter.

Physical Assaults on Youth by Youths in Custody:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	12	NA	12

We are in the process of changing our Incident Report to include this data and will report data following the second quarter.

Number of Incidents and Cost of Property Damage Committed by Detained Youth:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	\$320.87 Window damage	6 incidents costing less than \$3,000 in total	\$220 Mattresses	6 incidents costing less than \$3,000 total

Detention Alternatives and Special Programs

Percent of Youth Who Participate in Probation Alternative Weekend and Complete Probation:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	60%	NA	60%

This data will be collected for reporting at the end of the second quarter.

Juvenile Justice

Detention Alternatives and Special Programs (Cont'd)

Percent of Youth Assigned to Close Supervision who Appear for Scheduled Hearings:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 70%	1994-95 <u>Budgeted</u> 60%	1994-95 <u>YTD</u> 81%	1994-95 <u>Estimated</u> 75%
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Percent of Assigned Community Service Hours Completed:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 75%	1994-95 <u>Budgeted</u> 60%	1994-95 <u>YTD</u> 70%	1994-95 <u>Estimated</u> 75%
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Successful G.I.F.T. Program Completion:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 76%	1993-94 <u>Actual</u> 58%	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> 60%	1994-95 <u>Estimated</u> 75%
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Difference between 1993-94 Actual & Adopted: The evaluation criteria was not put into place until several months into 1993-94. The 75% goal was not based upon baseline data. Difficulty tracking client progress accurately and the application of new evaluation criteria applied to existing clients resulted in the 58% program completion.

Residential Services

AITP (Assessment, Intervention, Transition Program) Multi-Disciplinary Assessment of All Youth Referred to AITP:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 95%	1993-94 <u>Actual</u> 97%	1994-95 <u>Budgeted</u> 98%	1994-95 <u>YTD</u> 98%	1994-95 <u>Estimated</u> 98%
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Internal Affairs & Inspections

Percent of Harassment-Discrimination Investigations Completed within 35 Days:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 90%
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Percent of Unsatisfactory Ratings in Facility Inspections:

We are not using this key result because it was too broadly defined to be useful in measuring effectiveness.

Number of Inspections and Performance Audits Performed

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 15	1994-95 <u>YTD</u> 4	1994-95 <u>Estimated</u> 15
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This measure is an improvement because it is better defined and reflects an important quality control function.

Percent of All Investigated Complaints Completed Within 90 Days:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 83%	1994-95 <u>Estimated</u> 90%
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Community Policing

Citizen Attitude Survey:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	NA	NA

Data will be available in the second quarter.

Victim Call-Back Satisfaction Survey:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	NA	NA

Data will be available in the second quarter.

Drug Abuse Resistance Education (DARE)

DARE Impact [corrected] on Drug Usage:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	NA	NA

Data will be available during the third quarter, after the first semester of school.

Percent Passing Achievement Test for DARE:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	NA	NA

Data will be available during the third quarter, after the first semester of school.

Investigations

Index Crimes Cleared/Investigated:

A better definition of this measure is contained in the measures added below.

Investigations (Cont'd)

Crimes Cleared/Investigated:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 75%	1994-95 <u>YTD</u> 76%	1994-95 <u>Estimated</u> 75%

This measure includes all crimes investigated by the Detectives; it was added because it more accurately reflects the type of workload of a Sheriff's Office, wherein major investigations include such crimes as jail escapes, in addition to the types of crimes investigated by police departments.

Index Crimes Per 1,000 Population Served:

1992-93 <u>Actual</u> 43.7	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 39.3	1994-95 <u>Budgeted</u> 31.2	1994-95 <u>YTD</u> 29.4	1994-95 <u>Estimated</u> 29.4

This measure is a standard used in the State and County Benchmarks for Public Safety. Its purpose is to provide an indication of the effectiveness of police services as a deterrent to crime.

Drug Interdiction:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
A. Search Warrants:	82	85	NA	90	NA	NA
B. Felony Arrests:	282	300	NA	350	NA	NA
C. Street Value/ Drugs Seized	\$6,498,986	\$7,000,000	NA	\$7,000,000	NA	NA

Data will be available for the second quarter report.

Patrol

Average Response Time Rural West Side and Rural East Side:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Rural West Side	15.6	16.5	NA	14.0	NA	NA
Rural East Side	11.9	12.0	NA	11.0	NA	NA

This data is not yet available from the new computer aided dispatch system at BOEC (911). It will be available for the second quarter report.

Patrol (Cont'd)

Percent of Boats Passing Inspection:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
14.7%	11.0%	33.5%	12.0%	16%	25%

Boating accidents reports to River Patrol

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	14	12	2	10

This measure is added because it provides a true outcome measure of the effectiveness of DUII, traffic and inspection enforcement. However, it must be viewed in a long-term trend perspective, since there are often short-term fluctuations.

Educational Hours and Contacts Performed by River Patrol

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Educational Hours	NA	NA	324	350	18	400
Educational Contacts	NA	NA	17,000	15,000	150	18,000

This measure is added because it reflects an important complement, implemented in the past three years, to the enforcement function of the River Patrol Unit.

PUC Enforcement/Hazardous Materials Response

Percent of Commercial Vehicles that Pass Inspection:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Level I Inspections	NA	NA	39.4%	NA	45.2%	45%
Level II Inspections	NA	NA	24.5%	NA	24.0%	25%

Community & Support Services

Percent of Process Served:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
83.0%	84.2%	NA	83.0%	86.6%	85%

Phone Calls and Counter Assists in the Enforcement Records Unit Per FTE:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	NA	NA

This new measure is added to demonstrate efficiency in providing this public customer service function of the Community and Support Services. Data is currently being compiled and will be available in the second quarter.

Computerized Record Checks Process at the Request of Outside Agencies and Businesses:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	NA	NA

This new measure is added to demonstrate efficiency in providing this public customer service function of the Community and Support Services. Data is currently being compiled and will be available in the second quarter.

New Concealed Handgun Licenses Processed:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
2,975	2,640	NA	2,850	NA	5,000

Some data has not yet been compiled and will be available second quarter. The 1994-95 estimate is based on a January - June, 1994 figure of approximately 2,500 permits, a pronounced increase in volume. The measure has been modified to reflect only new licenses rather than including renewals, which do not require the same process.

Community & Support Services (Cont'd)

False Alarms per Permit:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
0.63	0.60	0.57	0.55	.515	0.53

Administrative Services

Contract Processing Times in Days:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
58.04	51.92	61.62	45.00	27.13	30.0

Percentage of Technical Assistance Requests from Users Completed within Guidelines:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Software Requests within 10 Working Days	NA	NA	NA	95%	NA	NA
Hardware Requests within 21 Working Days	NA	NA	NA	95%	NA	NA

This data will be available in the second quarter.

Percentage of Information Requests from the Public/Other Agencies Handled Within 3 Days

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	90%	86%	90%

This measure is added to reflect the efficiency of this function performed within the Administrative Services.

Quality of Program Level Performance Measures

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	90%	NA	95%

This measure is added to reflect a quality assurance function within the Administrative Services. The measure will document the quality of performance measures submitted to the Budget Office for the 1995-96 budget cycle, based on the number accepted. Data will not be collected until the third quarter when it is available.

Sheriff's Office

Services Branch

Personnel & Training

Total Number of Sheriff's Office Employees per Staff FTE:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
186	247	NA	200	NA	NA

This measure is under revision and data will be available second quarter.

Increase Percent of Qualified Applicants of Gender and Color for Vacancies in Deputy and CO Classifications:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Deputy Sheriffs	NA	NA	NA	70%	NA	70%
Corrections Officers	NA	NA	NA	50%	NA	50%

This measure is under revision as the planned program was not funded in the 1994-95 budget.

Number of Person Training Hours Provided:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Number Training Hours	2,400	3,480	NA	3,960	NA	NA
Firing Range Qualifications - # hours	4,800	4,800	NA	4,800	NA	NA
Firing Range Open Range - # hours	544	544	NA	544	NA	NA
Reserve Deputies In-service Ses.	1,440	2,400	NA	3,000	NA	NA
Recruit Academy Sessions	12,250	14,250	NA	15,000	NA	NA
Training Sessions per staff FTE	8,317	12,737	NA	27,304	NA	NA

This measure is under revision and data will be available second quarter.

Equipment & Property Control Unit

Percent Saved in Vehicle Repair Transport Costs:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 61%	1994-95 <u>YTD</u> 61.1%	1994-95 <u>Estimated</u> 61%
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This measure has been modified to make it clearer to the reader that it demonstrates the efficiency of using Warehouse Worker staff to manage repair conveyance for the large MCSO fleet.

Cost of Purchasing Functions:

This measure has been deleted, since the purchasing function has been reorganized and is only partially within the Equipment Unit. The measure also did not demonstrate the efficiency of the function well.

Degree of Satisfaction expressed by customers of the Equipment Unit.

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> 90%	1994-95 <u>Estimated</u> 95%
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This measure was added to reflect responses to a customer satisfaction survey conducted quarterly by the Equipment Unit, which is striving to attain a high level of quality service.

Detention Center (MCDC)

Incidents of Facility Damage/Inmate:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> .0039	1994-95 <u>Estimated</u> .0040
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The previous years' data included the Booking and Release Center.

Major Incidents per Inmate:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> .0829	1994-95 <u>Estimated</u> .08
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The previous years' data included the Booking and Release Center.

Detention Center (MCDC) (Cont'd)

Cost per Incident of Facility Damage:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Facilities Management is in the process of developing an automated system for tracking and reporting costs to the departments; this data is not yet available.

Per Diem Cost: Inmate Housing:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 103.95	1994-95 <u>Budgeted</u> 106.55	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 106.55
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The 1994-95 Budgeted is based on an estimated 2.5% inflationary factor. This data is determined on an annual basis.

Corrections Facility (MCCF)

Incidents of Facility Damage/Inmate:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> .0018	1994-95 <u>Estimated</u> .002
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The measure is being refined as to method of calculation; the previous years' data, if available, will be re-calculated and submitted in the second quarter.

Major Incidents per Inmate:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> .13	1994-95 <u>Estimated</u> .12
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The measure is being refined as to method of calculation; the previous years' data, if available, will be re-calculated and submitted in the second quarter.

Corrections Facility (MCCF) (Cont'd)

Cost per Incident of Facility Damage:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	\$50.00	\$50.00

Per Diem Cost: Inmate Housing:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	\$44.47	\$45.58	NA	\$45.58

The 1994-95 Budgeted is based on an estimated 2.5% inflationary factor. This data is determined on an annual basis.

Courthouse Jail (MCHJ)

Incidents of Facility Damage/Inmate:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	.0047	.005

The measure is being refined as to method of calculation; the previous years' data, if available, will be re-calculated and submitted in the second quarter.

Major Incidents Per Housed Inmate:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	.0376	.03

The measure is being refined as to method of calculation; the previous years' data, if available, will be re-calculated and submitted in the second quarter. The Courthouse Jail also provides temporary holding for court; the measure is modified to exclude incidents relating to court traffic.

Cost per Incident of Facility Damage:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	\$1,684.40	\$1,200.00

Courthouse Jail (MCHJ) (Cont'd)

Activities as a Percentage Function of Inmates Held for Court

	<u>1992-93 Actual</u>	<u>1993-94 Adopted</u>	<u>1993-94 Actual</u>	<u>1994-95 Budgeted</u>	<u>1994-95 YTD</u>	<u>1994-95 Estimated</u>
Total Inmates Held for Court	NA	NA	NA	NA	2,651	10,000
Attorney & Other Visits	NA	NA	NA	NA	34.6%	35%
Attorney Contact Visits	NA	NA	NA	NA	4.8%	5%
Court-ordered Bookings	NA	NA	NA	NA	8.3%	8%
Court-ordered Clothing Exchange	NA	NA	NA	NA	4.2%	4%
Major Incidents Per Inmate Held	NA	NA	NA	NA	.00075	.00075

This measure is added to reflect the important function of the Courthouse Jail as a transit and holding facility for inmates attending court from custody and those re-entering custody on court order; the measure demonstrates the effectiveness of staff in responding to increased volume of holdees.

Per Diem Cost: Inmate Housing:

<u>1992-93 Actual</u>	<u>1993-94 Adopted</u>	<u>1993-94 Actual</u>	<u>1994-95 Budgeted</u>	<u>1994-95 YTD</u>	<u>1994-95 Estimated</u>
NA	NA	\$62.83	\$64.40	NA	\$64.40

The 1994-95 Budgeted is based on an estimated 2.5% inflationary factor. This data is determined on an annual basis.

Inverness Jail (MCIJ)

Incidents of Facility Damage/Inmate:

<u>1992-93 Actual</u>	<u>1993-94 Adopted</u>	<u>1993-94 Actual</u>	<u>1994-95 Budgeted</u>	<u>1994-95 YTD</u>	<u>1994-95 Estimated</u>
NA	NA	NA	NA	.0013	.001

Optional Section: The measure is being refined as to method of calculation; the previous years' data, if available, will be re-calculated and submitted in the second quarter.

Inverness Jail (MCIJ) (Cont'd)

Major Incidents per Inmate:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	.0304	.03

The measure is being refined as to method of calculation; the previous years' data, if available, will be re-calculated and submitted in the second quarter.

Cost per Incident of Facility Damage:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	NA	NA

Facilities Management is in the process of developing an automated system for tracking and reporting costs to the departments; this data is not yet available.

Per Diem Cost: Inmate Housing:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	\$80.23	\$82.85	NA	\$82.85

The 1994-95 Budgeted is based on an estimated 2.5% inflationary factor. This data is determined on an annual basis.

Restitution Center (MCRC)

Incidents of Facility Damage/Inmate:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	NA	0.0	.001

The measure is being refined as to method of calculation; the previous years' data, if available, will be re-calculated and submitted in the second quarter.

Restitution Center (MCRC) (Cont'd)

Major Incidents per Inmate:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	NA	.065	.06

The measure is being refined as to method of calculation; the previous years' data, if available, will be re-calculated and submitted in the second quarter.

Cost per Incident of Facility Damage:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	NA	\$0.0	NA

Facilities Management is in the process of developing an automated system for tracking and reporting costs to the departments; this data is not yet available.

Per Diem Cost: Inmate Housing:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	\$58.47	\$59.93	NA	\$59.93

The 1994-95 Budgeted is based on an estimated 2.5% inflationary factor. This data is determined on an annual basis. The figures include an offset for inmate reimbursement for room and board.

Booking & Release

Annual Bookings per FTE:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	NA	1035.49	1050

Previous years will be re-calculated based upon the refined methodology used in the FY 1994-95 calculations.

Booking & Release (Cont'd)

Violations of Federal Consent Decree per Annual Bookings:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> .647%	1994-95 <u>Estimated</u> .62%
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The previous years' data is not available. Implementation of the Corrections Scheduling Unit has permitted increased automation and tracking of management information in the current fiscal year.

Assaults & Injuries to Staff per Annual Bookings:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> .1061	1994-95 <u>Estimated</u> .12
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This data was not tracked separately from MCDC in previous years.

Per Diem Cost: Inmate Housing:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> \$143.37	1994-95 <u>Budgeted</u> \$146.45	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> \$146.45
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The 1994-95 Budgeted is based on an estimated 2.5% inflationary factor. This data is determined on an annual basis.

Inmate Work Crews

Cost per Pound of Laundry as Percentage of Private Sector Costs:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This data is being compiled and should be available for the second quarter report.

Inmate Work Crews (Continued)

Value of Refurbished Properties as Percentage of Pre-Refurbished Value:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This data is being compiled and should be available for the second quarter report.

Net Cost of Inmate Work Crew Program:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This data is being compiled and should be available for the second quarter report.

Percentage of County Inmates who Participate in Work Crew Program:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This measure is in the process of being refined and modified so that it is clearer and more meaningful.

Property/Commissary/Laundry

Percentage of Annual Valid Claims for Lost Inmate Property or Cash:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 15%	1994-95 <u>YTD</u> 20%	1994-95 <u>Estimated</u> 15%
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Number of Valid Inmate Complaints per Day Regarding Errors in Commissary Orders:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> 1.89	1994-95 <u>Estimated</u> 1.9
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Warrant & Detention Records

Average Processing Time Per Warrant:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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The data will be available for the second quarter report.

Percentage of Records Staff Time Spent on Tort Claims Investigations:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This measure is under review.

Percentage of Correct Booking Entries:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 94%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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The data will be available for the second quarter report.

Facility Security

Court Room "Stand-bys" per Year:

This measure has been deleted since it did not provide information relating to the effectiveness of the unit, but was a workload indicator.

Court Customer Satisfaction Survey:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> 90%	1994-95 <u>Estimated</u> 95%
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The title of the measure has been modified to clarify that the targeted customers are the courts.

Facility Security (Cont'd)

Number of weapons deterred from Entering the Courthouse Secure Area:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	NA	1,231	4,000

This measure is added to demonstrate the effectiveness of the Facility Security function in creating a secure environment for the courts.

Court Guards

Average Time to Produce Prisoner in Court:

The measure is modified to increase clarify and meaningfulness as an indicator of the quality of service performed.

Significant Time Delay in Delivering Prisoners to Court at the Courthouse:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
% of Days w/No Delay	NA	NA	NA	NA	52%	55%
Average # of Delayed Calls When Occurring	NA	NA	NA	NA	7.75	9
Average Delay When Occurring	NA	NA	NA	NA	7.6	7.5

Prisoner Court Appearances per FTE:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
566	583	NA	NA	71	70

Armed "Stand-by" in Court Rooms:

This measure has been deleted since it did not provide information relating to the effectiveness of the unit, but was a workload indicator.

Transport

Transports per Year per FTE:

1992-93 <u>Actual</u> 6,098	1993-94 <u>Adopted</u> 6,700	1993-94 <u>Actual</u> 7,067	1994-95 <u>Budgeted</u> 7,400	1994-95 <u>YTD</u> 1,760	1994-95 <u>Estimated</u> 7,042
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Percent of Transports to Jurisdictions Outside Multnomah County:

1992-93 <u>Actual</u> 12%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 8.5%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This measure is under review. Data will be reported in the second quarter.

Impact of Video Tele-Conference Technology on Transport Unit Costs per Transport:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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The data is being compiled and will be reported in the second quarter.

Classification

Effects of Classification on Safety of Medium Security Facilities:

1992-93 <u>Actual</u> 80%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Data will be reported in the second quarterly report.

Incidents of Disruption per Inmate Classified:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 15%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Data will be reported in the second quarterly report.

Classification (Cont'd)

Disciplinary Hearing Appeals Sustained:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	4%	NA	NA

Data will be reported in the second quarterly report.

Number of Population (Matrix) Releases Booked on New Person-to-Person Crimes within 60 Days of Release:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	5%	NA	NA

Data will be reported in the second quarterly report.

Number of Days Population Cap was Exceeded:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	0	NA	NA

Data will be reported in the second quarterly report.

Percentage of Inmates Matrix Released:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	NA	NA	NA

Data will be reported in the second quarterly report.

Facility Counselors

Offender Participation, Successful Completion and Rating of GED Testing:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
1,408	NA	1,712	1,750	405	1,220
89%	NA	89%	88%	93%	90%
NA	NA	NA	NA	4.7	4.7

This measure is modified to include a participant survey to provide feedback to the program and indicate the quality of the services provided. Note that prior years' data was usually compiled on an calendar year basis.

Participation in and Evaluation of Life Skills Group:

	1992 <u>Actual</u>	1993-94 <u>Adopted</u>	1993 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
# Enrolled	4,145	NA	4,049	NA	1,365	4,500
# Sessions	1,112	NA	1,093	NA	343	1,200
Avg. Evaluation Score	NA	NA	NA	NA	4.4	4.4

The measure is modified to include a participant survey to provide feedback to the program and indicate the quality of the services provided. Note that prior years' data was compiled on an calendar year basis.

Enhancement of Facility Security Through Counseling Services:

	1992 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Counselor Contacts	33,042	30,880	NA	32,424	8,688	32,500
Suicides	0	1	NA	0	NA	NA
Assaults	76	86	NA	81	NA	NA

The measure is modified to include the number of counselor contacts to compare to the incidents reported. Note that prior years' data was compiled on an calendar year basis.

Percent of Inmates Involved in Community Corrections Programs:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	40%	41%	42%

The measure name is modified for the sake of clarity.

Non-Custody Supervision

Percent of Successful Completions:

1992-93 <u>Actual</u> 79%	1993-94 <u>Adopted</u> 79%	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 79%	1994-95 <u>YTD</u> 71%	1994-95 <u>Estimated</u> 75%

Percent of Clients Arrested for New Crime While Under Supervision:

1992-93 <u>Actual</u> 3%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 3%	1994-95 <u>YTD</u> 1%	1994-95 <u>Estimated</u> 2%

Savings from Non-Custody Supervision Programs:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> \$5,182,000	1994-95 <u>YTD</u> \$1,302,483	1994-95 <u>Estimated</u> \$5,000,000

This new measure demonstrates the savings of non-custody supervision over incarcerating pre-trial/pre-sentenced individuals when possible.

Volunteer Programs (Corrections)

Citizens screened, trained and assisting inmates:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
# Citizens newly trained	52	44	NA	50	15	40
# Active vols. (avg.)	141	160	NA	155	153	155
# Inmates part. in GED & Life Skills	1,408*	1,957*	1,712*	2,211*	1,365	4,800
% Passing GED Tests	89%	89%	86%	88%	91%	92%
Training Evaluation Rating	NA	NA	NA	NA	4.5	4.3

This new measure reflects the vital work of the volunteer program within the Corrections Programs Division in enlarging and enhancing the work of the Counseling staff. [* Data for previous years included only GED participation] Note that previous years' data was usually reported for the calendar year.

Community Corrections

Administration

Administrative Services

Percent of Obligated Fees Paid:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> Unavailable	1994-95 <u>Budgeted</u> 40%	1994-95 <u>YTD</u> 43.7%	1994-95 <u>Estimated</u> 45%
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Program Development & Evaluation Management

User Satisfaction (DCC Staff):

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 3.02	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 3.25	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 3.25
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Survey results pending.

Client Satisfaction:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 75%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 75%
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Survey results pending.

Probation Intake

Reduce Time Between Intake and Access to Probation Services:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 4-5 weeks	1994-95 <u>Budgeted</u> 1-3 weeks	1994-95 <u>YTD</u> 2 weeks	1994-95 <u>Estimated</u> 2 weeks
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Presentence Investigation

Meet Due Dates for PSI Completion:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 95%	1994-95 <u>Budgeted</u> 95%	1994-95 <u>YTD</u> 96%	1994-95 <u>Estimated</u> 96%
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Evaluations

Reduce Days for Delivery of Evaluation:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 8-10 days	1994-95 <u>Budgeted</u> 4-5 days	1994-95 <u>YTD</u> 8-10 days	1994-95 <u>Estimated</u> 8-10 days
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We expect Target Cities program to reduce delays for delays for delivery of evaluation in the spring of 1995.

Hearings

Reduce Parolees Relocated as a Percentage of Total Parolees:

1992-93 <u>Actual</u> 24.9%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 19.6%	1994-95 <u>Budgeted</u> 21.8%	1994-95 <u>YTD</u> 11.9%	1994-95 <u>Estimated</u> 21.8%
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Pending.

Pretrial Services

Increase Timeliness and Efficiency of Intake Interviews:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
100%	NA	100%	100%	100%	100%

100% of eligible in-custody defendants interviewed before their initial court appearance. In 1993-94, 80% of interviews were completed within 3 hours of booking. In 1994-95 (YTD), 80% of interviews have been completed within 2.5 hours of booking.

Reduce Failure to Appear Rate for Pretrial Release Supervision Program:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
27%	NA	27%	22%	24%	22%

Community Corrections

Client Support & Treatment Services

Substance Abuse Services

Successful Completions: Outpatient Treatment (Number and Percentage):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
161/48%	NA	110/47%	180/55%	NA	180/55%

Data for 1994-95 pending.

Mental Health Services

Successful Completion of Sex Offender Treatment (Number and Percentage):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
2/67%	NA	17/77%	17/60%	NA	25/75%

New contract treatment program for 1994-95. Completion date pending.

Housing Services

Successful Completion of Parole Transition Housing (Number/Percent):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
250/54%	NA	346/57%	275/58%	75/63%	300/63%

Women's Service

Percent of Program Participants Having Positive Birth Outcomes:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
40%	40%	87%	45%	NA	45%

Current year data pending.

Community Corrections

Client Support & Treatment Services

Women's Service (Cont'd)

Percentage of Participants Reducing Drug and Alcohol Use During Case Management Services:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
70%	70%	NA	75%	NA	75%

No results available.

Number of Families Who Will Increase the Length of Time Between Periods of Homelessness:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
5	6	NA	10	NA	10

Pending.

Family Services

Number of Families in DCC Marriage Counseling:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
192	150	160	200	43	175

Number of Custody Evaluations:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
558	600	463	500	145	580

Number of Family Mediation Sessions:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
1,442	1,500	1,552	1,600	520	2,080

Community Corrections

Client Support & Treatment Services

Parole Transition Program

Parole Officer Satisfaction:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 95%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 95%
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Survey pending.

Those Who Receive Service as a Percent of Those Who are Eligible:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 98%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 100%
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1,280 eligible clients (all served) in 1993-94.

721 eligible clients (all served) YTD.

Education & Vocational Services

Percent of Those Advancing One Reading Level with 60 Hours of Instruction:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 65%	1993-94 <u>Actual</u> 50%	1994-95 <u>Budgeted</u> 65%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 65%
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Percent of Those Advancing One Math Level with 60 Hours of Instruction:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 65%	1993-94 <u>Actual</u> 73%	1994-95 <u>Budgeted</u> 65%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 75%
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Community Corrections

Sanction Programs

Alternative Community Services

Increase Number of Hours Imposed for Parole/Probation Violators:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
85	NA	1,929	300	1,389	4,152

Increase Number of Community Service Hours Imposed by the Courts:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
296,677	NA	377,534	300,000	117,103	351,309

Number of Volunteer Hours Provided by Clients:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
109,973	120,000	92,534	130,000	32,804	98,412

Work Release/DROP/Parole Violation Center Beds

Decrease Percent of Program Clients Sentenced to Jail or Prison Within 6 Months of Program Completion:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	35%	NA	35%

New program. Results pending.

Day Reporting Center

Decrease Percent of Program Clients Testing Positive for Drug Use:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Pending.

Community Corrections

Sanction Programs

Day Reporting Center (Cont'd)

Decrease Percent of Program Clients Sentenced to Jail or Prison Within 6 Months of Program Completion:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 50%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 50%
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Pending.

Forest Project

Increase Percent of Successful Program Completions:

1992-93 <u>Actual</u> 58%	1993-94 <u>Adopted</u> 69%	1993-94 <u>Actual</u> 65%	1994-95 <u>Budgeted</u> 74%	1994-95 <u>YTD</u> 66%	1994-95 <u>Estimated</u> 70%
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Volunteer/Misdemeanor Program

Increase Number of Citizens Involved in Community Corrections Delivery:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 120	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 120
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New program. Results pending.

Diversion & Deferred Sentencing Program

Domestic Violence Program Completion:

1992-93 <u>Actual</u> 57%	1993-94 <u>Adopted</u> 60%	1993-94 <u>Actual</u> 45%	1994-95 <u>Budgeted</u> 70%	1994-95 <u>YTD</u> 57%	1994-95 <u>Estimated</u> 60%
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Community Corrections

Sanction Programs

Diversion & Deferred Sentencing Program (Cont'd)

Domestic Violence Reduction in Those Completing the Program:

1992-93 <u>Actual</u> 93%	1993-94 <u>Adopted</u> 93%	1993-94 <u>Actual</u> 87.4%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 92.2%	1994-95 <u>Estimated</u> 95%

Increase Successful Completion of Drug Diversion STOP (Number and Percentage):

1992-93 <u>Actual</u> 123/58%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 257/53%	1994-95 <u>Budgeted</u> 225/65%	1994-95 <u>YTD</u> 45/49%	1994-95 <u>Estimated</u> 200/55%

Intensive Case Management

Increase Percentage of Offenders Obtaining and/or Maintaining Full-Time Employment:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> From 4% to 15%	1994-95 <u>Estimated</u> From 4% to 20%

4% of referrals are employed full time when they began the program. 15% of clients obtained or maintained employment while in program.

Increase Percentage of Offenders Whose Parole/Probation is Not Revoked Due to Technical Violations:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> 71%	1994-95 <u>Estimated</u> 75%

This represents the percentage of cases that were closed for other than technical revocations.

Community Corrections

Integrated Service Districts

West District

Percent of Eligible Clients Using Automated Behavior Monitoring:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80%
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Pending analysis by Oregon DOC.

Increase Average Time Between Intake and Reoffense:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Pending analysis by Oregon DOC.

Increase Percent of Positive Case Closures:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Pending analysis by Oregon DOC.

Southeast District

Increase Average Time Between Intake and Reoffense:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Pending analysis by Oregon DOC.

Community Corrections

Integrated Service Districts

Southeast District (Cont'd)

Increase Percent of Positive Case Closures:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Pending analysis by Oregon DOC.

Mid County/East District

Increased Community Corrections Presence with Neighborhoods:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	48	NA	48

Pending.

Increase Average Time Between Intake and Reoffense:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Pending analysis by Oregon DOC.

Increase Percent of Positive Case Closures:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Pending analysis by Oregon DOC.

Community Corrections

Integrated Service Districts

North/Northeast District

Increase Percent of Positive Case Closures of African-American Parolees:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Increase Average Time Between Intake and Reoffense:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Pending analysis by Oregon DOC.

Increase Percent of Positive Case Closures:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Pending analysis by Oregon DOC.

Felony Trial Teams

Gross Conviction Rate (Guilty Pleas or Trial/Total Cases):

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Overall	99.0%	98%	98.0%	99%	99.0%	99.0%
Unit A	99.3%	99%	98.4%	99%	98.8%	99.0%
Unit B	99.2%	99%	99.4%	99%	99.1%	99.0%
Unit C	97.7%	98%	96.8%	99%	99.1%	99.0%
Unit D	95.8%	95%	93.9%	96%	92.7%	96.0%
Gangs	97.2%	96%	97.0%	97%	97.0%	97.0%

Civil Forfeiture Unit

Percent of Seizures Forfeited to the State:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
% cases forfeited to State	81%	81%	81%	80 - 85%	80%	80%
Number of Forfeitures	920		547		114	456

Reduction in the numbers of forfeitures is due to a number of factors. The primary reasons are that some of the seizing agencies have reduced their staffs and that the types of cases have shifted to larger more complicated seizures which take longer to resolve.

District Court Trial Unit

The Percent of Cases Presented to the District Attorney's Office that were Issued:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Cases Reviewed	14,814	18,260	19,678	18,000	3,864	15,460
Percent Issued	56.7%	66.0%	74.9%	66%	72.8%	66.0%
Conviction Rate						
Misdemeanors	97.7%		98.5%		98.0%	98.0%
DUII	100.0%		96.7%		97.1%	98.0%
Traffic	100.0%		98.7%		98.1%	98.0%

The variance in 1994-95 Budget to Projected is due to a number of charges being issued as Uniform Traffic Citations by officers. These cases no longer come to the District Attorney's Office.

The Conviction Rate Key Results are new. These were added for two reasons. First, they parallel the Felony Trial Teams' Key Result of Conviction Rate and second, the information has not been readily available in the past. The addition of the Office's new case tracking system, DACTS, has allowed the capture of this data.

Neighborhood DA Program

Number of Targeted Crime Problems Identified for Total Neighborhood DA Program:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
17	20	NA	20	NA	

Two factors have limited our ability to obtain data on this key result. First, the expansion of the program has resulted in a challenge to accurately measure "success." It is clear that the program is popular with citizens, businesses and the police within the districts; furthermore, it is clear that many crime problems are being creatively solved by the program. As the program has expanded, the role of the attorneys has shifted and changed due to the unique situation in which they find themselves. The measurement of success has been a subject of discussion between our office and potential granting agencies who are interested in expanding the program. The discussions are ongoing.

Second, the more practical problem concerns how one defines crime problem. Is it just one incident of criminality (such as drug deals in a park)? Is it crime prevention (such as working with the Trailblazers on crime prevention strategies surrounding the new Rose Garden Arena)? Is it developing a faster way to report crime within a neighborhood? These, and many other questions, are being asked within the District Attorney's Office as this program grows and matures.

Juvenile Court Trial

Median Length of Time Between the Date Dependency Petition Filed and the Date of Disposition:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 50 days	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> 43 days	1994-95 <u>Estimated</u> 47 days
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No figures were budgeted for this key result. We have recently identified a reliable source of data and will utilize it for data gathering.

Delinquency Cases Reviewed:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 1,597	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> 875	1994-95 <u>Estimated</u> 3,500
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The 1993-94 Actual figure only contains six months of data. The referral tracking system, DARTS, was brought on line January, 1994.

Domestic Violence

Percent of Cases Issued:

1992-93 <u>Actual</u> 19%	1993-94 <u>Adopted</u> 20%	1993-94 <u>Actual</u> 35.8%	1994-95 <u>Budgeted</u> 27%	1994-95 <u>YTD</u> 37.6%	1994-95 <u>Estimated</u> 27.0%
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Percent of Defendants Accepted in Treatment and Diversion Program:

1992-93 <u>Actual</u> 58%	1993-94 <u>Adopted</u> 63%	1993-94 <u>Actual</u> 58.8%	1994-95 <u>Budgeted</u> 65%	1994-95 <u>YTD</u> 49.7%	1994-95 <u>Estimated</u> 50%
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Victim's Assistance

Number of Reported Sexual Assaults Responded to by Victim Advocates:

1992-93 <u>Actual</u> 934	1993-94 <u>Adopted</u> 1,005	1993-94 <u>Actual</u> 944	1994-95 <u>Budgeted</u> 1,000	1994-95 <u>YTD</u> 181	1994-95 <u>Estimated</u> 900
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It is unclear why the numbers are reduced. The types of calls responded to by victim advocates has changed. Rape and sexual assaults by unknown assailants have seemed to decrease while those attacks by assailants known by the victim have increased.

Percent of Sexual Assaults Responded to Within an Hour:

1992-93 <u>Actual</u> 100%	1993-94 <u>Adopted</u> 100%	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 100%
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Child Abuse Team

Number of Cases Reviewed:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Due to the multijurisdictional nature of this program key result data is difficult to come by. Each program, while operationally working side by side, has a separate and distinct data collection mechanism which is geared toward the completion of their portion of the team's mission. It is important for the key result to reflect the team's mission and the DA's contribution toward that mission. This key result is being studied.

Ratio of Children to Reviewed Cases:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Child Support Enforcement

Amount of Child Support Collected per Non-AFDC Caseload:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$2,191	\$2,411	\$2,294	\$2,500	\$585	\$2,205

The caseloads have gone up which has forced down the average per child amounts. Part of this increase is due to community outreach. Actual collections are higher in January through June because of income tax intercepts.

Dollars of Child Support Collected per Dollar of Administrative Expense:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$12.28	\$12.65	\$12.77	\$12.80	\$15.61	\$11.92

The Estimated figure is lower than budgeted due to higher administrative costs attributable to a new computer system.

Library

Central Library

Central Borrowers' Services

Cost Per Item Checked Out:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> \$0.87	1994-95 <u>Budgeted</u> \$0.79	1994-95 <u>YTD</u> \$0.98	1994-95 <u>Estimated</u> \$0.98

The 94-95 figures are higher because of the closure of the Central Library for a month.

Items Checked Out Per Capita:

1992-93 <u>Actual</u> 2.55	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 2.40	1994-95 <u>Budgeted</u> 2.80	1994-95 <u>YTD</u> .56	1994-95 <u>Estimated</u> 2.03

The 94-95 figures are lower because of the closure of the Central Library for a month.

Items Checked Out Per Hour Open:

1992-93 <u>Actual</u> 485	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 482	1994-95 <u>Budgeted</u> 534	1994-95 <u>YTD</u> 434	1994-95 <u>Estimated</u> 434

The 94-95 figures are lower because of the closure of the Central Library for a month.

Turnover Rate:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 2.04	1994-95 <u>Budgeted</u> 1.75	1994-95 <u>YTD</u> .47	1994-95 <u>Estimated</u> 1.73

The 94-95 figures are lower because of the closure of the Central Library for a month.

Central Reference Services

Reference Transactions Per Capita:

1992-93 <u>Actual</u> .59	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> .64	1994-95 <u>Budgeted</u> .63	1994-95 <u>YTD</u> .47	1994-95 <u>Estimated</u> .47

The 94-95 figures are lower because of the closure of the Central Library for a month.

Central Reference Services (Cont'd)

Reference Completion Rate:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	81.2%	79%	NA	79%

A survey will be conducted in April 1995.

In-Library Materials Use Per Capita:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	1.98	1.9	NA	1.9

A survey will be conducted in April 1995. The 94-95 figures are lower because of the closure of the Central Library for a month.

Central Library Cost Per Reference Transaction:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	\$1.84	\$2.35	\$1.75	\$1.75

Children's and Popular Library

Program Attendance as Percent of Seating Capacity:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
86%	NA	123%	86%	NA	NA*

Program attendance for 93-94 was above estimated capacity because additional space for programs was used for programs in Popular Library for book discussions, author lectures, etc.

* There will be no meeting rooms at TransCentral Library.

Children's and Popular Library (Cont'd)**Reader's Advisory Completion Rate:**

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	67%	75%	NA	75%

A survey will be conducted in April 1995.

Percent of Library Browsers Who Find Something to Check Out (Browser Fill Rate):

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	88%	87%	NA	90%

A survey will be conducted in April 1995.

Large Branch Libraries

Children's Program Attendance as a Percent of Seating Capacity:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
85%	NA	100%	100%	100%	100%

Percent of Browsers Who Find Something To Check Out (Browser Fill Rate):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	93%	94%	NA	94%

A survey will be conducted in April 1995.

Items Checked Out Per Capita:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
2.78	NA	2.80	3.06	NA	2.9

Cost Per Item Checked Out:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$.32*	NA	\$.46	\$.34*	NA	\$.47

* These figures were calculated using a formula that did not include fringe benefits and insurance costs or equipment/supplies costs.

Large Branch Libraries Turnover Rate:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
7.61	NA	7.98	7.83	NA	8.0

Medium Branch Libraries**Children's Program Attendance as a Percent of Seating Capacity:**

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
85%	NA	100%	100%	100%	100%

Percent of Browsers Who Find Something To Check Out (Browser Fill Rate):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	92%	94%	NA	93%

A survey will be conducted in April 1995.

Items Checked Out Per Capita:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
4.06	NA	4.31	4.56	NA	4.56

Cost Per Item Checked Out:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$.38*	NA	\$.54	\$.40*	NA	\$.55

* These figures were calculated using a formula that did not include fringe benefits, insurance costs, or equipment/supplies costs.

Medium Branch Libraries Turnover Rate:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
6.10	NA	7.07	6.28	NA	7.1

Small Branch Libraries**Children's Program Attendance as a Percent of Seating Capacity:**

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
85%	NA	100%	100%	100%	100%

Percent of Browsers Who Find Something To Check Out (Browser Fill Rate):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	96.2%	96%	NA	96.2%

A survey will be conducted in April of 1995.

Items Checked Out Per Capita:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
.37	NA	.42	.43	NA	.43

Cost Per Item Checked Out:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$.48*	NA	\$.67	\$.52*	NA	\$.69

* These figures were calculated using a formula that did not include fringe benefits, insurance costs or equipment/supplies costs.

Small Branch Libraries Turnover Rate:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
5.01	NA	5.86	5.15	NA	5.15

The Library Collection**Percent of Patrons Who Find the Subject and Author They Want (Subject and Author Fill Rate):**

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 69.3%	1994-95 <u>Budgeted</u> 70%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 70%
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A survey will be conducted in the Spring of 1995.

Percent of Patrons Who Find the Title They Want (Title Fill Rate):

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 65.3%	1994-95 <u>Budgeted</u> 63%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 63%
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A survey will be conducted in the Spring of 1995.

Library Collection Turnover Rate:

1992-93 <u>Actual</u> 4.9	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 5.38	1994-95 <u>Budgeted</u> 6.0	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 6.0
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Technical Services**Percent of Materials Processed Within 30 Days:**

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 90.42%	1994-95 <u>Budgeted</u> 90.0%	1994-95 <u>YTD</u> 92%	1994-95 <u>Estimated</u> 92%
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Percent of High Demand Materials Processed Within 4* Days:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 100%
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* We have changed this Key Result to read "... processed within 4 days ..." instead of 5, to better reflect how long it actually takes to process high demand materials (and to give us something to work toward).

Administrative Services and Distribution

Percent of Books/Mail Deliveries That Arrive According to Schedule:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 90.5%	1994-95 <u>Budgeted</u> 92%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 92%
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The two-week tabulation of delivery times will be conducted the end of November 1994.

Library Staff Satisfaction With Internal Support Services:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 4.8	1994-95 <u>Budgeted</u> 5.0	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 4.9
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The survey will be conducted January 1995.

Cost Per Library Item Delivered:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> .029	1994-95 <u>Budgeted</u> \$.029	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> .029
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Entrepreneurial Activities

Percentage of Satisfied Title Wave Bookstore Customers:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	99%	99%	NA	99%

Entrepreneurial Revenues Net of Direct Costs:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
\$165,821	\$156,854	\$186,728	\$154,588	NA	\$173,622

Volunteer Services

Percent Change in Volunteer Hours:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
8%	NA	0.18%	20.78%	18.80%	15.00%
(31,347 hrs)		(31,403 hrs)	(37,929 hrs)	(9,333 hrs)	(36,113 hrs)

Systemwide Borrowers' Services

Telephone Renewal Circulation per Capita:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
1.49	NA	1.89	1.72	2.02	2.02

Cost Per Telephone Renewal:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	\$0.11	\$0.13	\$0.10	\$0.10

Systemwide Borrowers' Services (Cont'd)**Percent of Reserved Materials Delivered to Patrons Within 7 Days:**

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	58.3%	55%	NA	55%

The one-week sample survey will be conducted in April 1995.

Cost Per Patron Contact For Overdue Materials:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
\$.42	NA	\$.16	\$.11	NA	\$.15

Systemwide Reference Services**Telephone Reference Completion Rate:**

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	75.7%	75%	NA	75%

Percent of Interlibrary Loan Documents Delivered to Patrons Within 30 Days:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	78.7%	80%	NA	80%

The one-month survey of interlibrary loan requests will be conducted in the Spring of 1995.

Automation Services**Dynix Uptime for Public:**

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
99%	NA	99%	99.8%	NA	98%*

* Dyna uptime will decrease because we estimate the computer will be down for one week during the move of Central Library.

Library

Systemwide Public Services

Automation Services (Cont'd)

Library's Cost Per Dialup Access:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$.018	NA	\$.03	\$.015	NA	\$.07

Percent of Library Collection Available Via Dynix:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
78%	NA	93.4%	90%	NA	97%

Communication with the Public

Print Shop Production Average Turnaround Time:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	5.34 days	3.7 days	8.12 days	9 days

The Library printshop printed 3,088,440 items in 1993-94 and vended 2,147,600. Of these, 46.8 percent were delivered before the client's requested delivery date, 43.4 percent were delivered on the requested date, and 9.8 percent were delivered after the first requested date. We are considering changing this key result to read, "Percent of Printshop Production Delivered on or Ahead of Schedule."

Percent of Patrons Who Rate Library Publications Useful:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	60%	70%	NA	70%

The annual survey will be conducted in Spring 1995.

Library

Systemwide Public Services

Communication with the Public (Cont'd)

Newspaper Inches Per News Release/Press Contact:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
21	NA	18.84	23	30.08*	25

- * The Oregonian and Multnomah County Library were rated #2 in the nation in a May 1994 study that measured the amount of newspaper lineage devoted to libraries. The study, which surveyed 52 libraries/newspapers in major U.S. cities, included such newspapers/cities as The Chicago Tribune, The Philadelphia Inquirer, The Miami Herald, The San Francisco Chronicle, and The Boston Globe. First on the list was The Los Angeles Times.

Services for Target Populations

Cost Per Patron Served by Outreach Services:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$4.59/ 78,840	\$4.86/ 78,840	\$4.35/ 86,394	\$5.10/ 78,840	NA	\$4.61/ 86,394

- * Actual LOS budget for FY 92-93 was \$291,970 - \$3.70 per patron - but costs for LOS facilities, telephones and fleet were budgeted in Support Services that year. The figure of \$4.59 is a projection cost per patron had those funds been budgeted in LOS.

Percent of Day Care Centers Served by Library Day Care Services:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
30%	26%	26%	60%	40%	50%*

- * The number of day care centers in Multnomah County will be more than the estimated 250. We will serve 150.

Number of Contacts With Children and Teens Through Specially Targeted Programs Outside of the Library:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
35,090	NA	45,200	50,000	16,200	50,000

Services for Target Populations (Cont'd)

Number of Contacts With Teens Through Specially Targeted Library Programs Held in Libraries:

1992-93 <u>Actual</u> 6,000	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 8,100	1994-95 <u>Budgeted</u> 10,000	1994-95 <u>YTD</u> 2,438	1994-95 <u>Estimated</u> 10,000
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Environmental Services

Director's Office

County Fair

Operational Revenue as a Percentage of Operational Expenditures:

1992-93 <u>Actual</u> 56%	1993-94 <u>Adopted</u> 65%	1993-94 <u>Actual</u> 57%	1994-95 <u>Budgeted</u> 94%	1994-95 <u>YTD</u> 58%	1994-95 <u>Estimated</u> 63%
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Expenditures were higher than anticipated and revenues were lower — specifically Booth Rentals.

Environmental Services

Land Use Planning

Percentage of Rural Area Within Rural Area Plans:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 0%	1994-95 <u>Budgeted</u> 65%	1994-95 <u>YTD</u> 0%	1994-95 <u>Estimated</u> 14%
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We believe that the FY94-95 estimated percentage will be 14% due to the extended LCDC remand order work program and loss of key staff.

Percentage of Zoning Violation Complaints Processed Within 45 Working Days:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 95%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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This measure is under review.

Percentage of Hearing Participants Satisfied with the Land Use Hearing Process:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 75%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 75%
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Data is being collected.

Facilities Maintenance

Percent of Customers Rating Performance as "Satisfactory" or "Outstanding":

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
98.7%	99%	97.7%	99%	99.53%	99.0%

The FY94-95 YTD percentage is based on data collected through October 1994.

Cost to Maintain County Facilities Per Square Foot:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Data on this measure is not available at this time. The automated cost tracking system is expected to be on-line December 1994. Data will be available once the system is up and running.

Emergency Response Time:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Data not available at this time. The automated cost tracking system is expected to be on-line December 1994. Data will be available once the system is up and running.

Facilities Custodial

Percent of Customers Rating Service "Good" or Better:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	21.1%	Being Developed	27.4%	NA

Survey results are based on a general survey sent out by Facilities Management in 1994. A focused Custodial survey is being developed to collect specific data for this measure.

Environmental Services

Facilities & Property Management

Facilities Custodial (Cont'd)

Percent of Waste Recycled:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Recycling data is being collected: FY93-94 Actuals = 417.3 tons.
FY94-95 Estimated = 450 tons.

This Percent of Waste Recycled measurement is still under development.

Custodial Cost Per Square Foot:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	.83¢/ft	.87¢/ft.	.93¢/ft	NA

Costs have increased due to increased service to the Library, and the addition of four new buildings.

Property Management

Occupancy Rate of County-owned Facilities:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
96.87%	95.0%	96.6%	96.25%	96.8%	98.4%

This measure excludes Libraries and facilities primarily used for detention.

Cost to Rent Facilities:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$10.21 per sq. ft.	\$10.62 per sq. ft.	\$9.09 per sq. ft.	\$11.04 per sq. ft.	\$9.09 per sq. ft.	\$8.11 per sq. ft.

Environmental Services

Facilities & Property Management

Property Management (Cont'd):

County-leased Facilities Space per Occupant:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
381 sq. ft.	400 sq. ft.	299 sq. ft.	390 sq. ft.	302 sq. ft.	303 sq. ft.

Libraries and other non-office facilities excluded from occupancy figures (include in earlier measures). Measurement has been converted from gross square feet per occupant to rentable square feet per occupant, in accordance with standards used for the Facility Space Allocation Report.

Rental Revenue of Owned Facilities:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$8.76/ sq. ft.	\$9.11/ sq. ft.	\$9.36 sq. ft.	\$9.48 sq. ft.	\$9.48 sq. ft.	\$9.80 sq. ft.

Tax Title Land Sales

Cost per Parcel of Tax Title Real Property Maintenance:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$235.96	\$238.00	\$209.88	\$247.50	\$287.44	\$300.00

Capital Improvements

Project Management Cost as a Percentage of Total Project Costs:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
0.9%	0.5%	2.8%	0.9%	NA	1.3%

Comparison of Final Project Cost to Contract Award Price:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
1.09%	1.05%	NA	1.09%	NA	NA

Projects will not be complete until later in the year —several are multiple year projects. Individual results are highly variable.

Capital Improvements (Cont'd)

Percentage of County-owned Buildings Accessible According to ADA Requirements:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 0%	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 20%	1994-95 <u>YTD</u> 0%	1994-95 <u>Estimated</u> NA
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First priority ADA work will be completed in the fourth quarter. This represents about 20% of the total ADA work. However, no building will be completely in compliance until second priority work is done in FY95-96.

Environmental Services

Animal Control

Division Mgmt. & Community Ed.

Revenues Generated vs. Operational Program Costs:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
40.0%	50.0%	54.3%	50.0%	55.9%	51.0%

FY 1994-95 Year to date is calculated for the first two months of the fiscal year.

Percentage of Customers that Rate Services "Good" or Better:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
0.0%	0.0%	0.0%	75.0%	NA	NA

The Division's Customer Service Survey is being developed at this time.

Alternative/Volunteer Labor Hours:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
1,250	0.0	3,852	2,000	2,000	4,000

Field Services

Percentage of Emergency Responses in Less Than 30 Minutes:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	95.0%	95.0%	95.5%

Percentage of Problem Calls That Repeat Within One Year:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	25%	5.0%	30.0%

Data includes repeated cases that are proven unfounded.

Animal Care

Percentage of Live Dogs Reunited with Owner/Adopted into New Homes:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
48.8%	49.0%	60.0%	50.0%	52.5%	60.0%

Percentage of Live Cats Reunited with Owner/Adopted into New Homes:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
15.8%	18.0%	18.3%	20.0%	20.2	21.0%

Pet Licensing

Percentage Increase in Annual Number of Pet Licenses Sold:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
11.8%	15.0%	33.0%	18.0%	10.0%	10.0%

Environmental Services

FREDS

Fleet Services

Average Charge per Mile to User (Subcompact Sedan):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$.345	\$.345	\$.362	\$.353	\$.370	\$.365

The FY94-95 year to date average charge is based on data collected through September 30, 1994.

Percentage of Vehicle Downtime (Subcompact Sedan):

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
4.0%	4.0%	3.0%	3.8%	3.2%	3.5%

Motor Pool Vehicle Availability:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	99.9%	99.5%	99.9%	99.9%

Records

On-time Retrieval Percentage:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	80.0%	88.0%	80.0%	95.5%	88.0%

Average Unit Cost per Record Action:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$1.41	\$1.58	\$1.11	\$1.35	\$1.53	\$1.35

The filling of a 0.5 FTE Office Assistant 1 position in September should result in less record actions being performed by the Records Administrator. This should reduce the average unit cost for the rest of the year.

Environmental Services

FREDS

Electronics

Time to Return to Service - Critical Detention Electronic Equipment:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 65 min.	1994-95 <u>Budgeted</u> 90 min.	1994-95 <u>YTD</u> 79 min.	1994-95 <u>Estimated</u> 85 min.
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Percentage of Budget that is Revenue from Other Governments:

1992-93 <u>Actual</u> 13.7%	1993-94 <u>Adopted</u> 9.7%	1993-94 <u>Actual</u> 10.7%	1994-95 <u>Budgeted</u> 10.6%	1994-95 <u>YTD</u> 10.9%	1994-95 <u>Estimated</u> 11.0%
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Average Maintenance Cost per Portable Radio:

1992-93 <u>Actual</u> \$58.75	1993-94 <u>Adopted</u> \$58.75	1993-94 <u>Actual</u> \$38.67	1994-95 <u>Budgeted</u> \$57.20	1994-95 <u>YTD</u> \$34.96	1994-95 <u>Estimated</u> \$50.00
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Distribution Services

Percentage of U.S. Mail Receiving Postage Discounts:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 93.8%	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 93.0%	1994-95 <u>Estimated</u> 93.0%
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Customer Satisfaction with Interoffice Mail Delivery:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 4.12	1994-95 <u>Budgeted</u> 4.20	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 4.2
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The annual "Customer Satisfaction Survey" will not be done until the Spring of 1995.

Environmental Services

Transportation Division

Program Development & Planning

Percentage of Planning Milestones Achieved as Scheduled:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 100%	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> On schedule	1994-95 <u>Estimated</u> 100%
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Right of Way Administration

Right of Way Permits Turnaround Time:

1992-93 <u>Actual</u> 7 days	1993-94 <u>Adopted</u> 5 days	1993-94 <u>Actual</u> 5 days	1994-95 <u>Budgeted</u> 3 days	1994-95 <u>YTD</u> 3 days	1994-95 <u>Estimated</u> 3 days
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FY93-94 Adopted turnaround time met 90% of the time.

FY94-95 YTD Turnaround time met 80% of the time.

Water Quality Management

Percentage of Legally Mandated Milestones and Deliverables Achieved on Time:

1992-93 <u>Actual</u> 100%	1993-94 <u>Adopted</u> 100%	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> On schedule	1994-95 <u>Estimated</u> 100%
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County Surveyor

Plat Review and Approval Turnaround Time:

1992-93 <u>Actual</u> 25 days	1993-94 <u>Adopted</u> 30 days	1993-94 <u>Actual</u> 25 days	1994-95 <u>Budgeted</u> 20 days	1994-95 <u>YTD</u> 25 days	1994-95 <u>Estimated</u> 25 days
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A more achievable goal for FY94-95 is 25 days.

Comparison of Revenue Generated to Program Costs:

1992-93 <u>Actual</u> 100%	1993-94 <u>Adopted</u> 100%	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> On schedule	1994-95 <u>Estimated</u> 100%
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Environmental Services

Transportation Division

Road Maintenance

Percentage of Major Annual Maintenance Program Goals Achieved During Fiscal Year:

1992-93 <u>Actual</u> 100%	1993-94 <u>Adopted</u> 100%	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> On schedule	1994-95 <u>Estimated</u> 100%
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Traffic Signs & Signals

Percentage of Intersection with Improved Level of Service (Degree of Delay):

1992-93 <u>Actual</u> 0%	1993-94 <u>Adopted</u> 3%	1993-94 <u>Actual</u> 2%	1994-95 <u>Budgeted</u> 1%	1994-95 <u>YTD</u> 2%	1994-95 <u>Estimated</u> 3%
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Percentage of Identified Safety Improvements Implemented:

1992-93 <u>Actual</u> 59%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 77%	1994-95 <u>Budgeted</u> 59%	1994-95 <u>YTD</u> 61%	1994-95 <u>Estimated</u> 60%
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Bridge Operations

Percentage of Scheduled Preventative Maintenance Program Completed:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 87%	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> 92%	1994-95 <u>Estimated</u> 90%
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Technical Support

Tax Rate Extension Reconciliation Error Percentage:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
<.01	<.01	<.01	<.01	<.01	<.01

Tax rate extension was calculated in October and it was 100%

Records Management

Days Required to Review Documents and Identify Title Changes:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
65	40	40	40	40	40

Appraisal Support

Percent of Application for Exemption Processed Within Time Frame Prescribed by Oregon Statutes:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
100%	100%	100%	100%	100%	100%

Residential Appraisals

Percentage of Accounts Appraised Within Six-Year Appraisal Cycle:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
83.4%	98.2%	98.2%	98.2%	96.0%	NA

This figure represents the percent of planned appraisals for the FY94-95 tax year. Completion of appraisal occurs in August - September. The percent is slightly less than projected, because some appraisal staff were diverted to assist the Board of Equalization. This will occur this year, also. However, we increased our staff to meet this demand. Figures for FY95-96 are not available at this time—as we have only begun our appraisal set-up process.

Environmental Services

Assessment & Taxation

Commercial/Industrial Appraisal

Percentage of Accounts Appraised Within Six-Year Appraisal Cycle:

	1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
Land	82.9%	77.2%	75.1%	79.9%	NA	NA
Improvements	80.4%	74.6%	75.1%	78.0%	NA	NA

Personal Property Appraisals

Percentage of All Discovered Taxable Personal Property Valued Annually:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
99.1%	99.5%	99.5%	99.5%	79.5%	NA

This number reflects the percentage of accounts valued during the first quarter of FY95-96. The process will be completed when all late filed accounts are processed — by the end of the 4th quarter of FY94-95.

Tax Collections

Percentage of Tax Payments Processed and Deposited Daily:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
99.9%	99.9%	99.9%	99.9%	NA	NA

Tax bills are in the process of being mailed. Accurate data on our processing and deposits will be available for the next report.

Board of Equalization

Percentage of Valid Tax Petitions Processed Within Mandated Time Frame:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
100%	100%	100%	100%	NA	NA

The year to date reflects petitions filed and processed with the Board of Ratio Review (July filing date). No data is available on the Board of Equalization filing as that work is in process.

Environmental Services

Assessment & Taxation

Document Recording Services

Percentage of Documents Recorded Within Statutory Time Frame:

1992-93 <u>Actual</u> 100%	1993-94 <u>Adopted</u> 80%	1993-94 <u>Actual</u> 100%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 100%	1994-95 <u>Estimated</u> 100%
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Licenses and Passports

Percentage Reduction in Cost of Processing Marriage Licenses and Passports:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> Being Developed	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Measure is being developed.

Tax Title A&T

Percentage of Marketable Foreclosed Properties Sold or Transferred Within Established Time Frames:

1992-93 <u>Actual</u> 93%	1993-94 <u>Adopted</u> 95%	1993-94 <u>Actual</u> 95%	1994-95 <u>Budgeted</u> 95%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> NA
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Properties have just been deeded to Multnomah County and are not available for sale or disposal at this time. There should be data in second or third quarter.

Elections

Voter Registrations Updated:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
0	0	32,704	40,000	10,600	40,000

Percentage of Precincts Accessible to Persons with Disabilities:

Change in Key Result Title:

Percentage of Precincts Accessible and Useable by Persons with Disabilities.

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
78.4%	78.4%	79.6%	82.0%	80.1%	80.1%

Applications Maintenance

Percentage of Customers Who Agree ISD Provides a Quality Service:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	67.7%	NA	NA

Customer Survey will be done by the end of the year.

Actual Time to Complete Customer Initiated Work Requests Compared to Estimated Time to Complete:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Currently developing reports and data entry edits to capture and report versus actual variance.

Applications Development

Actual Time to Complete Customer Initiated Work Requests Compared to Estimated Time to Complete:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	NA	NA

Currently developing reports and data entry edits to capture and report versus actual variance.

Computer Operations

Online Response Time:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
3.7 sec	3.5 sec	3.47 sec	3.5 sec	3.35 sec	3.30 sec

Computer Operations (Cont'd)

Percentage of Scheduled Reports Delivered On Time:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
98.16%	98.65%	NA	99.50%	99.34%	99.40%

Installed procedure to reprint lost reports without running jobs. Implemented a forms inventory system so that ISD does not run out of pre-printed user provided forms.

Percentage of Scheduled Operating Time that the Computer System is Available:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
99.0%	99.0%	NA	99.0%	100.00%	99.90%

All systems have been stable.

Network Services

Average Time to Repair:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
15.4 hrs	12 hrs	NA	13 hrs	12.75 hrs	12.5 hrs

Telecommunication Services

Average Time to Repair:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
5.8 hrs	8.0 hrs	NA	8.0 hrs	6.8 hrs	6.2 hrs

Better than expected vendor response.

Management Support Services

Finance

Accounting

Number of Audit Adjustments:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
1	0	NA	0	NA	0

Will be available in December.

Percent of Satisfied Customers:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	90%	NA	90%

Survey for 1993-94 being compiled in December.

Number of Incidents of Non-Compliance with Audit Standards of Oregon Municipalities Minimum:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
15	0	NA	< 5	NA	5

Will be available in December.

Treasury

Return on Investments Compared to the Treasury Bill Yield and State Pool Yield:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
County	3.52	3.25	3.44	3.50	4.13	5.50
T-Bill (3-mo)	3.08	3.00	3.24	3.25	4.52	5.50
State (LGIP)	3.91	3.75	3.64	3.95	4.18	5.25

Management Support Services

Finance

Treasury (Cont'd)

	1992-93 <u>Actual</u> Aa1	1993-94 <u>Adopted</u> Aaa	1993-94 <u>Actual</u> Aa1	1994-95 <u>Budgeted</u> Aaa	1994-95 <u>YTD</u> Aa1	1994-95 <u>Estimated</u> Aa1
Long-Term Obligations Bond Rating						
Short-Term Note Rating	MIG1	MIG1	MIG1	MIG1	MIG1	MIG1

Payroll

Number of Manual Paychecks as Compared to Total Number of Payments:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
0.7%	0.7%	.86%	0.7%	.74%	1.0%

Percent of Satisfied Customers:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	90%	NA	90%

Survey being compiled in December.

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Dollar amount of penalties	\$6,470	0	0	0	0	0
Number of Penalties	1	0	0	0	0	0

Management Support Services

Finance

Purchasing

Cost Per Dollar Purchased:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$.0167	\$.0164	NA	\$.0156*	NA	\$.0156

* This figure is based on an operating budget increase of 3% over the 93/94 actual budget and an estimated 10% increase in total dollar transactions over the 92/93 actual transaction amount.

Data will hopefully be available in December. It is not available now due to new LGFS/AMS system implementation.

Percent of Purchases From MBE/WBE Contractors:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
2%	4%*	5.3%	6%	NA	6%

* Estimate

Percent Savings Due to Centralized Purchasing:

We are deleting this because data is unavailable.

Percent of Contracts Routed Through Purchasing Within 5 Business Days:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
92%	95%	94%	95%	95%	94%

Percent of Customers Satisfied:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	95%	NA	95%

Survey being compiled in December.

Purchasing (Cont'd)

Percent Increase in Efficiency Through Automation:

Deleting because certain functions will be parceled out to departments and there is no way of measuring increase in efficiency.

Central Stores

Percent of Surplus Property Reused:

This is not a goal worth striving for because a lot of surplus property is better sold because it is obsolete.

Management Support Services

Employee Services

Word Processing

Customer Service Average Rating:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	4.92	4.0	NA	4.0

Survey to be sent to customers November 1994.

Percent of Rush Orders Completed Within Four Hours:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	95%	98%	95%	NA	95%

To be computed in November 1994.

Document Count Per Word Processing Operator:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
2,314	2,333	2,663	2,333	582	2,333

Personnel

Customer Service Average Rating:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	3.5	NA	3.5

Survey planned for April 1995, after TRAC system fully implemented.

Percent of Eligible Lists Delivered Within Four Weeks:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
61.6%	60.0%	56.4%	60.0%	53.7%	60.0%

Management Support Services

Employee Services

Personnel (Cont'd)

Percent of Minority Applicants:

1992-93 <u>Actual</u> 17.0%	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> 20.3%	1994-95 <u>Budgeted</u> 17.0%	1994-95 <u>YTD</u> 22.8%	1994-95 <u>Estimated</u> 17.0%
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Training

Student Evaluation of Cultural Diversity Course:*

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 4.0	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 4.0	1994-95 <u>YTD</u> 4.11	1994-95 <u>Estimated</u> 4.0
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* 5 point scale.

Student Evaluation of Other Courses, Except Cultural Diversity:*

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 5.75	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 5.75	1994-95 <u>YTD</u> 6.35	1994-95 <u>Estimated</u> 5.75
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* 7 point scale.

Service Award Timeliness:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> 97%	1993-94 <u>Actual</u> 97%	1994-95 <u>Budgeted</u> 97%	1994-95 <u>YTD</u> 98%	1994-95 <u>Estimated</u> 97%
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Training Capacity Usage:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 75%	1994-95 <u>YTD</u> 70%	1994-95 <u>Estimated</u> 75%
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Management Support Services

Employee Services

Health and Benefits

Participation Rate in Health Promotion Programs:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
37%	40%	N/A	40%	NA	NA

Database being developed; mid-year report expected in January; participation figure is cumulative, so will not be fully available until end of fiscal year.

Customer Service Rating:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	3.5	4.40*	3.5	NA**	4.40

* Survey completed June 1994.

** NA - Survey is administered once a year; expected in Spring 1995. Estimated rating based on plan to maintain current level of satisfaction.

Cost as a Percent of Average Government Health Plan Cost:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
94.65%	94.00%	NA	94%	NA	94%

Reported on annual basis. 1993-94 figure will be available by 12/31/94.

Cost as a Percent of Average Responding Employer Health Plan Cost:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
94.08%	94%	NA	94%	NA	94%

Reported on annual basis. 1993-94 figure will be available by 12/31/94.

Management Support Services

Labor Relations

Percent Change is Represented Employees From Base of 1988 with Professional FTE's:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
149%	153%	158%	125%	121%	121%

This figure reflects temporary increase of staffing to four. The number of unionized employees used in the calculation was 3,123.

Risk Management

Frequency of Workers' Compensation Claims per 100 FTE's:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
7.5	NA	9.2	9.0	8.7	9.0

Number of Work Days Lost Annually Per 100 FTE's:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
29.9	NA	18.19	18.19	NA	19

Quarterly Training Capacity Usage:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	75%	100%	80%

Percent of Employees Eligible for Loss Control Training Who Receive It:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
NA	NA	NA	50%	NA	50%

Management Support Services

Budget & Quality

Accuracy of Revenue Projection:

1992-93 <u>Actual</u> +1.89%	1993-94 <u>Adopted</u> ±2.00%	1993-94 <u>Actual</u> -1.58%	1994-95 <u>Budgeted</u> ±2.00%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> -1.75%
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Accuracy of Spending Projection:

1992-93 <u>Actual</u> -1.07%	1993-94 <u>Adopted</u> ±2.0%	1993-94 <u>Actual</u> -0.40%	1994-95 <u>Budgeted</u> ±2.0%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> ±2.0%
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Affirmative Action

Minority Employees as a Percent of Portland MSA Availability:

1992-93 <u>Actual</u> 97.0%	1993-94 <u>Adopted</u> 98.4%	1993-94 <u>Actual</u> 98.5%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 98.7%	1994-95 <u>Estimated</u> 100%
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Females in Protected Services Category as a Percent of Workforce Availability:

1992-93 <u>Actual</u> 92.4%	1993-94 <u>Adopted</u> 93.8%	1993-94 <u>Actual</u> 93.9%	1994-95 <u>Budgeted</u> 95.0%	1994-95 <u>YTD</u> 94.0%	1994-95 <u>Estimated</u> 95.0%
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Percent of Affirmative Action Plan Implemented to Date:

1992-93 <u>Actual</u> 40%	1993-94 <u>Adopted</u> 70%	1993-94 <u>Actual</u> 75%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 80%	1994-95 <u>Estimated</u> 100%
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Management Support Services

County Counsel

Percent of Requested Legal Training From County Counsel Provided:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 65%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 75%
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County-wide survey of client interest in specific legal topics will be complete by December 15, 1994. Training will then be scheduled.

Cost as a Percent of Cost of Medium Sized Law Firms:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> NA	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80-85%
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We will record billable hours for attorneys beginning December 1, 1994.

Emergency Management

Planning Guidelines Completed Annually:

1992-93 <u>Actual</u> 1	1993-94 <u>Adopted</u> 6	1993-94 <u>Actual</u> 2	1994-95 <u>Budgeted</u> 13	1994-95 <u>YTD</u> 2	1994-95 <u>Estimated</u> 13
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1993-94 Adopted to Actual deviation is because of other higher priorities making this take longer than expected to complete.

Percent of Personnel Trained in the Intro to Incident Command system to Date:

1992-93 <u>Actual</u> 38%	1993-94 <u>Adopted</u> 75%	1993-94 <u>Actual</u> 75%	1994-95 <u>Budgeted</u> 100%	1994-95 <u>YTD</u> 86%	1994-95 <u>Estimated</u> 100%
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Management Support Services

Emergency Management (Cont'd)

Number of Exercises or Actual Emergencies:

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
Functional	0	0	0	1	0	1
Full-Scale	0	1	1	0	0	0
Actual Emerg. (exercise credits)	2	0	1	0	3	NA

Nondepartmental

Elected Officials

County Auditor

Percent of Recommendations Being Implemented:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	94%	90%	NA	90%

Our survey of departments is conducted annually. We have the survey formatted and ready to mail out, with responses from departments requested by December 15, 1994.

Financial Benefit of Recommendations/Dollar Spent:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
\$2.32	\$1.50	\$3.26	\$1.50	NA	\$1.50

Current year information will not be available until the end of the fiscal year.

Number of Reports Per Auditor FTE/Yr:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
0.5	1.00	1.1	1.0	NA	1.2

The audits tend to be completed in groups, and the timing does not conform to quarterly reports.

Citizen Involvement Committee

Percent of Respondents Who Report Positive Use of CIC Publications:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 60%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 60%
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Survey in design. First use in November '94 CONDUIT.

Percent of CIC Participants Who Report Positive Experiences:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 70%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 70%
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Survey in design. First use November 15, 1994 Forum on Violent Juvenile Crime Issue.

Nondepartmental

City/County Agencies

Metropolitan Arts Commission

Total Audience Activities Supported by MAC Funding:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
2.9 million	2.9 million	2.9 million	3 million	1 million	3 million

Total Number of Children Participating in School Arts in Education Residency Programs in Multnomah County:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
21,000	22,000	24,650	22,000	200	22,000

Programs start in September so year to date number only reflects 2 or 3 weeks of activity.

Percent of MAC Budget Available for Direct Grants, Public Art Commissions and Services to Arts Organizations and Citizens:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
90%	90%	90%	90%	90%	90%

Amount of Private Funding Leveraged by Public Support:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
\$9 million	\$10 million	\$9.76 million	\$10 million	\$2 million	\$10.4 million

Percentage of MAC Staff, Board Members, Panellists, and Selection Committee Members Who are People of Color:

1992-93	1993-94	1993-94	1994-95	1994-95	1994-95
<u>Actual</u>	<u>Adopted</u>	<u>Actual</u>	<u>Budgeted</u>	<u>YTD</u>	<u>Estimated</u>
20%	21%	22%	22%	25%	23%

Metropolitan Human Rights Commission

Percent of Participants in Parents Rights Responsibilities Classes Who Use the Information Within Six Months:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80%
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The Parents Rights and Responsibilities (Parent-School Involvement) workshops will start at the end of November and run through April of 1995. Participants will be surveyed three to six months after attending the workshop. MHRC will have information to report in March of 1995.

Number of Existing Business and Government Buildings that Come into ADA Compliance per Year due to MHRC Contact:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 10	1994-95 <u>YTD</u> 19	1994-95 <u>Estimated</u> 25
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Percent of Participants in "Dynamic Differences" Who use Skills Learned in Workshops to Take Positive Action in the Community:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 80%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 80%
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The Dynamic Differences workshops started at the end of August. Participants will be surveyed three to six months after attending the workshop. MHRC will have information to report in March of 1995.

Portland/Multnomah Commission on Aging

Volunteer Satisfaction:

1992-93 <u>Actual</u> NA	1993-94 <u>Adopted</u> NA	1993-94 <u>Actual</u> NA	1994-95 <u>Budgeted</u> 90%	1994-95 <u>YTD</u> NA	1994-95 <u>Estimated</u> 90%
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Survey will be administered in May 1995.

Capital Budget

Transportation Engineering

Comparison of Final Project Cost to Contract Award Price:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
1.08	1.00	1.03	1.00	1.05	1.03

Comparison of Project Contract Bids Received to Project Engineer's Estimate:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	1.05	Being Developed	1.07	1.05

Bridge Engineering

Comparison of Final Project Cost to Award Price:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	1.06	1.05	1.05	1.04	1.05

Comparison of Project Contract Bids Received and Project Engineer's Estimate:

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Actual</u>	1994-95 <u>Budgeted</u>	1994-95 <u>YTD</u>	1994-95 <u>Estimated</u>
NA	NA	NA	Being Developed	Being Developed	NA

Data may be available next quarter.

Financial Summary

General Fund

Revenues

Through the first quarter of FY 94-95 General Fund revenues were at approximately five percent of the budgeted amounts. Since most General Fund revenue sources are not on collected on a "regular" schedule we would not expect this figure to approximate one quarter of the year.

Property Taxes, in particular, would not show any activity through the first quarter since they are not due until November. Since Property Taxes are roughly half of the total General Fund, this would tend to skew the overall year to date percentage. Likewise, Business Income Tax and Motor Vehicle Rental Tax are on collection schedules which do not lend themselves easily to a quarterly analysis.

Property Taxes -- these are billed in October and payable November 15th. At this point we believe we will receive at least the amount budgeted. The current budget is based on assessed value growth of 10%, although we now know that actual value growth was close to 12%. The increased value growth should add another \$1 million to our revenue estimate.

Business Income Tax -- payment schedule for estimated current year taxes is quarterly with total payment due by April 15th. Through the first quarter of the year BIT receipts are slightly lower than we would anticipate. *We have revised the budget amount downward to slightly more than \$25 million.* This figure is more in keeping with FY 93-94 actual receipts. We should have a better handle on this revenue source after analyzing October figures - when payments from businesses who requested extensions in April are recorded.

Motor Vehicle Rental Tax -- payment schedule is quarterly, with the first quarterly payment due on October 30th. We would not expect to see any revenue from this source until after that date.

Other Taxes -- this represents transfer of \$100,000 from Transient Lodging Tax receipts (scheduled to be transferred to Metro for payment of Convention Center debt) to partially fund the Metropolitan Arts Commission. It is simply an accounting transaction and can be booked any time during the year.

O&C Receipts -- revenue from sale of timber on O&C lands apportioned to each county once per year. This revenue generally comes in either October or November.

Federal Marshal Receipts -- these revenues typically lag by up to three months because the Sheriff's Office must bill the U.S. Marshal for the

General Fund

number of jail beds actually used. We are in contact with the Sheriff's Office to monitor the monthly billings.

Regulatory Health Licenses -- most of these licenses/permits are issued for a one year period. We would expect most of the revenue from existing establishments (i.e., Food Service Licenses) to be reflected after January.

Other Licenses/Permits -- first quarter receipts include \$12,000 in Paragon Cable franchise fees which are not budgeted.

Service Charges/Elections - this is not a steady revenue source, as it reflects billings to other jurisdictions for the cost of conducting special elections.

Service Reimbursements - these are done on a quarterly basis because the Finance Division books them manually. Revenue from other funds will be reflected in the financial system in the month following the close of any given quarter.

Fines & Forfeitures -- includes approximately \$500,000 worth of inventory sales which were not budgeted. We are investigating this revenue with the Finance Division to determine if its being properly credited to the General Fund.

Transfers In -- all cash transfers into the General Fund are booked manually. They are usually recorded in their entirety toward the end of the fiscal year.

General Fund

Expenditures

At the end of September, overall General Fund expenditures were at twenty percent of budget. This is slightly less than would be expected at the end of the first quarter, but it is largely accounted for by the fact that service reimbursements for the first quarter were not included in expenditures at the end of September. Some specific departmental variances follow.

Social Services -- all three divisions spent less than 18% of their budgets.

Community and Family Services -- This amount was charged to the General Fund by mistake. The former Housing and Community Services Department had some General Fund programs, and the codes were not changed after the reorganization. This is being corrected, and the November LGFS report should reflect the correction.

Aging Services -- The delay in internal service charges caused expenditures to fall below the expected level.

Juvenile Justice - \$1.65 million was mistakenly charged to Juvenile Justice for Capital Lease Retirement Fund. Correcting for this error, Juvenile Justice has expended 16% of its budget. In part, this is due to the timing of several programs: the diversion program started August 15, but did not reach full size until October, and the residential sex offender program does not start until February. Additionally, the delay in facilities, telephone, motor pool and postage charges reduces the expenditures.

Nondepartmental -- Spending in Nondepartmental programs tends not to spread evenly over the year.

Non-County Agencies -- Most non-County Agencies, as of September 30, had not yet billed the County for funds budgeted for them. We expect that by June 30 1995, the County will spend the budgeted amounts for non-County agencies. This includes the \$1,097,586 budgeted for facilities that has not been billed yet by Facilities Management.

Accounting Entities -- Tax Anticipation Notes are budgeted to cost \$479,000. Their actual cost will be \$495,000 and it will be paid in June 1995.

Transfers Out

No transfers to other funds have been charged to the General Fund as of the end of September. Many of these transfers will be recorded in November, based on the difference between expenditures and revenues in the funds supported by the General Fund.

General Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
BEGINNING WORKING CAPITAL	10,790,860	13,235,633	13,235,633	10,382,086	78.44%
SOURCES					
REVENUE					
Taxes					
Property Taxes	84,722,414	89,253,044	89,253,044	0	0.00%
Business Income Tax	22,911,579	26,811,542	26,811,542	4,810,704	17.94%
Motor Vehicle Rental Tax	6,389,045	6,711,397	6,711,397	0	0.00%
Other taxes	126,905	100,000	100,000	0	0.00%
Total Taxes	114,149,943	122,875,983	122,875,983	4,810,704	3.92%
Intergovernmental Revenues					
O&C Receipts	856,592	800,366	800,366	0	0.00%
Federal Marshal Jail Bed Lease	3,204,950	3,382,633	3,382,633	0	0.00%
State Liquor Revenue	1,273,224	1,414,577	1,414,577	399,862	28.27%
State Cigarette Tax	1,051,877	1,146,136	1,146,136	187,680	16.38%
Video Lottery - Economic Dev	1,751,565	2,261,422	2,261,422	0	0.00%
Local Sources	721,794	1,277,321	1,277,321	7,274	0.57%
Other intergovernmental	943,602	1,034,735	1,034,735	189,844	18.35%
Total Intergovernmental	9,803,604	11,317,190	11,317,190	784,660	6.93%
Licenses and Permits					
Regulatory Health Licenses	1,211,516	1,272,843	1,272,843	124,334	9.77%
Marriage Licenses	141,475	150,000	150,000	53,575	35.72%
Other Licenses and Permits	50,997	28,075	28,075	18,276	65.10%
Total Licenses and Permits	1,403,988	1,450,918	1,450,918	196,185	13.52%
Service Charges					
Health	617,271	546,359	546,359	16,299	2.98%
Public Safety	654,848	713,630	713,630	112,725	15.80%
Planning	73,441	21,900	21,900	12,502	57.09%
Facilities Management	1,551,981	Transferred to Fac Mgmt Fund	0	0	
Assessment and Taxation	2,360,484	2,023,300	2,023,300	490,772	24.26%
Elections	413,776	704,288	704,288	2,074	0.29%
Other service charges	369,763	125,605	125,605	27,177	21.64%
Total Service Charges	6,041,564	4,135,082	4,135,082	661,549	16.00%
Interest	1,419,012	1,229,000	1,229,000	115,126	9.37%
Other Revenue Sources					
Service Reimbursements	16,851,436	14,624,656	14,624,656	0	0.00%
Fines and Forfeitures	521,167	528,330	528,330	88,118	16.68%
Other	211,096	146,039	146,039	510,730	349.72%
Total Other Revenue Sources	17,583,699	15,299,025	15,299,025	598,848	3.91%
TOTAL REVENUE	150,401,810	156,307,198	156,307,198	7,167,072	4.59%

General Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
<u>TRANSFERS IN</u>					
Road Fund	198,000	198,000	198,000	0	0.00%
Serial Levy Fund (discontinued)	64,254	N/A	N/A	N/A	
Assessment District Fund (discont'd)	317,472	N/A	N/A	N/A	
Natural Areas Acquisition Fund	0	60,000	60,000	0	0.00%
Animal Control Fund	1,165,018	851,200	851,200	0	0.00%
Library Serial Levy Fund	0	470,604	470,604	0	0.00%
<u>TOTAL TRANSFERS IN</u>	<u>1,744,744</u>	<u>1,579,804</u>	<u>1,579,804</u>	<u>0</u>	<u>0.00%</u>
TOTAL SOURCES	<u>152,146,554</u>	<u>157,887,002</u>	<u>157,887,002</u>	<u>7,167,072</u>	<u>4.54%</u>

General Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
USES					
DEPARTMENTAL EXPENDITURES					
Social Services					
Department Administration	143,038	Department Administration was eliminated in FY 94.			
Community and Family Services	394,599	0	0	111,059	
Aging Services	1,115,841	1,305,562	1,305,562	228,694	17.52%
Juvenile Justice	7,662,226	12,475,810	12,475,810	3,669,181	29.41%
Total Social Services	<u>9,315,704</u>	<u>13,781,372</u>	<u>13,781,372</u>	<u>4,008,934</u>	29.09%
Health Department					
Regulatory Health	2,497,993	2,882,705	2,882,705	611,420	21.21%
Corrections Health	3,491,653	4,188,124	4,188,124	790,046	18.86%
Total Health Department	<u>5,989,546</u>	<u>7,070,829</u>	<u>7,070,829</u>	<u>1,401,466</u>	19.82%
Sheriff					
Corrections	24,588,104	28,645,582	28,645,582	6,638,555	23.17%
All other	12,711,808	12,110,165	12,110,165	2,512,208	20.74%
Total Sheriff	<u>37,299,912</u>	<u>40,755,747</u>	<u>40,755,747</u>	<u>9,150,763</u>	22.45%
Community Corrections	1,613,161	1,652,308	1,652,308	389,941	23.60%
District Attorney	8,507,641	9,596,558	9,596,558	2,118,378	22.07%
Environmental Services	21,824,488	8,374,829	8,374,829	1,606,814	19.19%
Management Support					
Employee Services	853,544	996,279	996,279	212,931	21.37%
Finance	2,566,493	3,082,721	3,082,721	670,111	21.74%
Labor Relations	243,872	347,061	347,061	75,315	21.70%
Budget and Quality	522,706	785,449	785,449	186,353	23.73%
County Counsel	556,781	650,415	650,415	135,170	20.78%
Affirmative Action	162,012	205,094	205,094	39,650	19.33%
Total Management Support	<u>4,905,408</u>	<u>6,067,019</u>	<u>6,067,019</u>	<u>1,319,530</u>	21.75%
Elected Officials	2,102,837	2,575,947	2,651,447	511,068	19.28%
Other Nondepartmental					
Independent Organizations	351,994	384,031	384,031	90,385	23.54%
Non-County Agencies	3,103,199	5,746,111	5,746,111	581,455	10.12%
Accounting Entities	4,688,096	5,817,416	5,817,416	949,503	16.32%
Total Other Nondepartmental	<u>8,143,289</u>	<u>11,947,558</u>	<u>11,947,558</u>	<u>1,621,343</u>	13.57%
DEPARTMENTAL EXPENDITURES	<u>99,701,986</u>	<u>101,822,167</u>	<u>101,897,667</u>	<u>22,128,237</u>	21.72%

General Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
<u>TRANSFERS OUT</u>					
Federal State Fund	35,535,190	43,166,367	43,166,367	0	0.00%
County School Fund	1,232,260	1,275,650	1,275,650	0	0.00%
Library Fund	6,004,724	5,969,162	5,969,162	0	0.00%
Fair Fund	25,000	0	0	0	
Jail Levy Fund	1,496,096	1,414,493	1,414,493	0	0.00%
A & T Fund	6,792,519	7,586,029	7,586,029	0	0.00%
Justice Services Special Operations	1,767,553	119,652	119,652	0	0.00%
Capital Improvement Fund	0	2,960,032	2,960,032	0	0.00%
Recreation Fund	0	10,300	10,300	0	0.00%
Care Oregon Fund	0	49,649	49,649	0	0.00%
Facilities Management Fund	0	224,257	224,257	0	0.00%
<u>TOTAL TRANSFERS OUT</u>	<u>52,853,342</u>	<u>62,775,591</u>	<u>62,775,591</u>	<u>0</u>	<u>0.00%</u>
TOTAL USES	<u>152,555,328</u>	<u>164,597,758</u>	<u>164,673,258</u>	<u>22,128,237</u>	<u>13.44%</u>
Excess (Deficit) Sources over Uses	<u>(408,774)</u>	<u>(6,710,756)</u>	<u>(6,786,256)</u>	<u>(14,961,165)</u>	
<u>ENDING WORKING CAPITAL</u>					
	<u>10,382,086</u>	<u>6,524,877</u>	<u>6,449,377</u>		
Contingency Account	0	1,914,877	1,839,377		
Inventory Account	490,000	490,000	490,000		
Reserve Account	9,892,086	4,120,000	4,120,000		

Federal / State Fund

Revenues

Overall revenues in the Federal/State Fund had been received at the end of September at about thirteen percent of budgeted estimates. There are numerous reasons for the lag in receipts, but essentially the problem is that billing follows completion of accounting periods or quarters and there is generally a timing lag in these revenues.

Federal Sources

HUD - Community Development Block Grant -- HUD requires the County to spend its program income before receiving Community Development Block Grant funds. Program income was sufficient to cover expenditures during the first quarter.

LIEAP Energy Grant - Community & Family Services is on a reimbursement basis with the State for the home energy program. The program is just starting now and will issue the first payments in mid-December. After that time, the State will reimburse the County on a weekly basis, so revenues should match expenditures.

Title III B, C, D, F - There is a two month lag between the delivery of services and the receipt of revenues from the State. Contractors bill ASD for services provided the prior month. After receipt of contractor invoices, ASD bills the State.

LIEAP Weatherization - First quarter billings were delayed because of the effort required to close the fiscal year. The invoice is being prepared, and the County should receive first quarter revenues by the end of November.

NIDA - The actual grant award has been reduced to \$834,000 from the budgeted figure. The August billing was \$40,000 low because an adjustment was made for some expenses charged to another funding source. We expect this revenue to track closely with the grant award for the remainder of the year.

CSD - Gang Related Intervention - The State did not send the forms required for billings until September. We billed the state for July and August at the end of September, and we billed for September shortly thereafter.

Federal / State Fund

State Sources

Level 7 - The State reimburses the County quarterly for Level 7. The first quarter invoice is presently being prepared and will be sent to the State soon.

Video Lottery - Gambling Addiction - The year-to-date revenue shown is a one-time appropriation from the Legislature for FY 95 gambling addiction programs. The Emergency Board approved the funding in June 1994 to offset the court decision on the use of lottery funding. These funds were awarded on a grant basis to programs that applied for assistance.

Oregon Project Independence - There is a two month lag between the delivery of services and the receipt of revenues from the State. Contractors bill ASD for services provided the prior month. After receipt of contractor invoices, ASD bills the State.

Federal and State Sources

Title 19 - First quarter revenues will be reflected in the November LGFS reports.

Title 19 Fees - The Title 19 fees are on a reimbursement basis, so revenues lag behind expenditures. Community & Family Services bills the state after it has paid the claims submitted to it.

Title 19/Refugee CAP - This represents one month's revenue. There is typically a lag of several months in receiving these funds. Since the budget was adopted we have revised this amount based on the actual number of clients being served. However, it should also be noted that this program will be discontinued in December and clients folded into the Oregon Health Plan.

Service Charges

Public Safety -- The bulk of this category consists of Probation Fees. The first month's revenue from this source was coded to the Justice Services Special Operations Fund by mistake. When this revenue is transferred to the Federal State Fund in November, the receipts will be consistent with the amount of the year that has passed

Other Service Charges - these represent several miscellaneous revenue sources which have no "regular" collection schedule.

Federal / State Fund

Expenditures

At the end of September, overall Federal / State Fund expenditures were at twenty percent of budget. This is slightly less than would be expected at the end of the first quarter, but it is largely accounted for by the fact that service reimbursements for the first quarter were not included in expenditures at the end of September. Some specific departmental variances follow.

Social Services -- All three divisions spent less than eighteen percent of their budgets during the first quarter.

Community and Family Services -- The division's expenditures are below expected because of the lag in internal service charges, and because most M&S expenditures lag by approximately a month. No indirect costs have been charged yet.

Aging Services -- Aging Services' contractors are on a reimbursement basis, so September expenses were not charged until October. Expenditures are also below expected levels because of the delay for internal service charges.

Juvenile Justice -- Year-to-date expenditures are low because indirect costs have not been charged yet, internal service charges have not been made or are behind schedule, and because of the timing of the Casey Grant. The Casey implementation phase started September 1, and the bulk of the \$750,000 spending will occur between January and June.

Community Corrections

The department spending through September 30 was only 17% of budget. Pass Through, budgeted at \$3,141,121, is showing a 14% expenditures year to date through September. The Pass Through contracts are for reimbursements of services that contractors provide. There is a one month lag before the expenditures are made by the County; the September amounts include only two months of these contracted services. No Other Internal Services, Facilities, or Indirect Costs, budgeted at \$2,923,890, have been charged year to date. This object code is a reimbursement of costs for the beds being used by the DROP program at the Restitution Center.

Environmental Services

The Federal/State Fund consists of two grants, the National Aging Resource Center Grant and the Columbia Gorge Commission Grant. Work has not started on either project.

Federal/State Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
SOURCES					
REVENUE					
<u>Intergovernmental Revenue</u>					
Federal Sources					
HUD - Comm Dev Block Grant	555,057	1,662,853	1,662,853	0	0.00%
Primary Care 330 Grant	2,732,199	2,732,000	2,732,000	455,488	16.67%
WIC	1,441,303	1,685,683	1,685,683	379,195	22.50%
LIEAP Energy Grant	2,745,830	2,794,841	2,794,841	78,765	2.82%
Support Enforcement	745,998	883,854	883,854	0	0.00%
Title III B, C, D, F (Older Americans Act)	1,646,535	1,801,253	1,801,253	210,713	11.70%
LIEAP Weatherization	531,616	829,534	829,534	0	0.00%
NIDA	978,023	891,852	891,852	49,959	5.60%
Other Federal Sources	11,124,397	12,766,199	12,766,199	1,268,219	9.93%
Subtotal Federal Sources	<u>22,500,958</u>	<u>26,048,069</u>	<u>26,048,069</u>	<u>2,442,339</u>	<u>9.38%</u>
State Sources					
CCA Field Svcs	7,460,309	7,959,934	7,959,934	0	0.00%
CCA Sanctions and Services	4,671,657	9,208,382	9,208,382	0	0.00%
CSD - Gang Related Intervention	1,023,522	1,357,055	1,357,055	0	0.00%
Level 7	0	1,149,263	1,149,263	0	0.00%
Video Lottery - Gambling Addiction	771,049	1,531,231	1,531,231	427,834	27.94%
Oregon Project Independence	855,352	981,363	981,363	121,656	12.40%
Other State Sources	6,562,421	6,935,918	6,935,918	567,744	8.19%
Subtotal State Sources	<u>21,344,310</u>	<u>29,123,146</u>	<u>29,123,146</u>	<u>1,117,234</u>	<u>3.84%</u>
Federal and State Sources					
AFDC/CPO CAP		1,427,400	1,427,400	285,364	19.99%
Title 19	7,867,937	8,301,304	8,301,304	0	0.00%
Title 19 Fees	6,284,267	2,258,582	2,258,582	162,495	7.19%
Mental Health Grant (includes carryover)	43,409,897	49,536,699	49,536,699	10,897,959	22.00%
Title 19 - Refugee CAP	2,117,300	2,523,744	2,523,744	162,495	6.44%
Other Federal and State Sources	5,094,290	2,082,904	2,082,904	1,526,312	73.28%
Subtotal Federal & State Sources	<u>64,773,691</u>	<u>66,130,633</u>	<u>66,130,633</u>	<u>13,034,625</u>	<u>19.71%</u>
Local Sources	2,443,835	2,958,015	2,958,015	370,194	12.51%
Total Intergovernmental Revenue	<u>111,062,794</u>	<u>124,259,863</u>	<u>124,259,863</u>	<u>16,964,392</u>	<u>13.65%</u>
<u>Service Charges</u>					
Health	1,194,229	1,484,249	1,484,249	255,058	17.18%
Public Safety	69,436	757,344	757,344	123,856	16.35%
Other Service Charges	173,335	371,226	371,226	(23,116)	-6.23%
Total Service Charges	<u>1,437,000</u>	<u>2,612,819</u>	<u>2,612,819</u>	<u>355,798</u>	<u>13.62%</u>
<u>Interest</u>	3,559	10,000	10,000	594	5.94%

Federal/State Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
Other Revenue Sources					
Service Reimbursements	1,026,366	5,565,867	5,565,867	309,864	5.57%
Nongovernment grants	697,383	1,969,305	1,969,305	66,430	3.37%
Other	58,202	36,135	36,135	218	0.60%
Total Other Revenue Sources	<u>1,781,951</u>	<u>7,571,307</u>	<u>7,571,307</u>	<u>376,512</u>	4.97%
TOTAL REVENUE	<u>114,285,304</u>	<u>134,453,989</u>	<u>134,453,989</u>	<u>17,697,296</u>	13.16%
TRANSFERS IN					
General Fund	35,535,190	43,166,367	43,166,367	0	0.00%
Special Operations Fund	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL TRANSFERS IN	<u>35,635,190</u>	<u>43,166,367</u>	<u>43,166,367</u>	<u>0</u>	0.00%
TOTAL SOURCES	<u>149,920,494</u>	<u>177,620,356</u>	<u>177,620,356</u>	<u>17,697,296</u>	9.96%

Federal/State Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
USES					
DEPARTMENTAL EXPENDITURES					
<u>Social Services</u>					
Community and Family Services	68,608,830	83,076,003	83,076,003	12,645,603	15.22%
Aging Services	13,085,796	14,038,512	14,038,512	2,475,864	17.64%
Juvenile Justice	3,858,497	4,152,579	4,152,579	641,744	15.45%
Total Social Services	85,553,123	101,267,094	97,114,515	15,763,211	16.23%
<u>Health Department</u>	45,347,581	50,386,152	50,386,152	9,231,622	18.32%
<u>Sheriff</u>	1,086,959	1,121,329	1,121,329	284,962	25.41%
<u>Community Corrections</u>	15,778,953	22,064,067	22,064,067	3,784,388	17.15%
<u>District Attorney</u>	1,962,605	2,209,025	2,209,025	413,333	18.71%
<u>Environmental Services</u>	0	70,000	70,000	91	0.13%
<u>Other Nondepartmental</u>	191,273	497,968	497,968	94,189	18.91%
TOTAL USES	149,920,494	177,615,635	173,463,056	29,571,796	17.05%

Jail Levy Fund

Revenues

The fund is almost wholly dependent on the receipt of Jail Levy property taxes and the General Fund transfer in. These two sources account for \$15.6 million of the \$15.8 million estimated revenue.

Property Taxes -- As of September 30, property taxes had not been distributed to County accounts. Revenues from this source will appear in the November accounting reports.

Other Revenue Sources -- Service reimbursement revenue to the Jail Levy fund is received from the Tax Title program (\$104,934), the Road Fund (\$69,956), and the County Fair fund (\$4,200) for the use of Inverness Jail work crews. The charges for these programs have not yet been made to the user programs, although they are receiving the services. It is expected that some charges will be made in November.

Transfers In -- No transfers from the General Fund had been recorded by Finance as of September 30. In November, transfers will show up in the accounting system.

Expenditures

At the end of September, overall all components of the Jail Levy Fund were spending at very nearly twenty percent of budget. Given that the service reimbursements for Building Management and Indirect Costs had not yet been billed, this rate is appropriate for the first quarter.

Jail Levy Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
BEGINNING WORKING CAPITAL	<u>60,000</u>	<u>14,236</u>	<u>14,236</u>	<u>14,236</u>	100.00%
SOURCES					
REVENUE					
Taxes	13,404,802	14,209,064	14,209,064	0	0.00%
Intergovernmental Revenues	0	0	0	4,894	
Service Charges	0	0	0	10	
Interest	48,521	0	0	156	
Other Revenue Sources					
Service Reimbursements	0	179,090	179,090	0	0.00%
Other revenues	36,911	0	0	0	
Total Other Revenue Sources	<u>36,911</u>	<u>179,090</u>	<u>179,090</u>	<u>0</u>	0.00%
TOTAL REVENUE	<u>13,490,234</u>	<u>14,388,154</u>	<u>14,388,154</u>	<u>156</u>	0.00%
TRANSFERS IN					
General Fund	1,496,096	1,414,493	1,414,493	0	0.00%
TOTAL TRANSFERS IN	<u>1,496,096</u>	<u>1,414,493</u>	<u>1,414,493</u>	<u>0</u>	0.00%
TOTAL SOURCES	<u>14,986,330</u>	<u>15,802,647</u>	<u>15,802,647</u>	<u>156</u>	0.00%
USES					
DEPARTMENTAL EXPENDITURES					
Health Department	1,649,769	1,634,223	1,634,223	314,929	19.27%
Sheriff	11,229,973	12,512,752	12,512,752	2,360,489	18.86%
Community Corrections	1,765,377	1,669,908	1,669,908	365,651	21.90%
Environmental Services	386,975	0	0	0	
TOTAL USES	<u>15,032,094</u>	<u>15,816,883</u>	<u>15,816,883</u>	<u>3,041,069</u>	19.23%

Justice Services Special Operations Fund

Revenues

The Justice Services Special Operations Fund was established to account for revenues that are dedicated to specific programs within the departments of Community Corrections, the Sheriff's Office and the District Attorney's Office. Program revenues are expected to cover most or all of the costs of these programs. The overall revenues in the fund through September 30 were slightly over nine percent of budgeted estimates.

Intergovernmental Revenues – Video Lottery Gambling Law Enforcement revenues, \$1,424,682, are budgeted in the District Attorney's Office for gambling law enforcement. It is expected that, as a result of the restriction placed on lottery revenue by the State Supreme Court ruling, there will be no more revenues from this source, and expenditures will also be underspent to reflect this reduction.

Local Sources -- This revenue comes from Metro for solid waste disposal enforcement. The budgeted level is \$315,343, but is currently showing no actual collections. By contract, Metro is invoiced on a quarterly basis, so revenues should be reflected in November.

Fines & Forfeitures -- Most of the revenue budgeted in this area is from forfeitures and forfeited property sales. The District Attorney's Office is showing a 12% collection of budget; the Sheriff's Office shows no collections to date on forfeitures. These revenues are not typically received on a regular basis.

Expenditures

The Fund as a whole shows spending at 8.5% of budget through September. This rate of spending is low partly because the budget includes \$2.2 million of video lottery gambling enforcement revenue and appropriations that the Supreme Court has held improper to expend. Corrected for this limitation, 15.2% of the remaining appropriations of the fund, \$2,830,348, had been spent through September 30.

Sheriff

The Sheriff's budget includes the Forfeitures program. Out of a total of \$259,794, \$130,514 is budgeted for drug buys. Only \$8,900 of this appropriation had been spent as of September 30, leaving 96.8% of the program budget unspent.

District Attorney

The District Attorney's Forfeiture budget totals \$512,690. Of this amount, \$149,653 (29% of the budget) is allocated for Building Management costs that had not been charged as of September 30. Also, capital equipment is budgeted at \$51,000 (10% of budget) and is as yet unspent.

Justice Services Special Operations Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
BEGINNING WORKING CAPITAL	0	1,154,549	1,154,549	1,946,752	168.62%
SOURCES					
REVENUE					
Intergovernmental Revenues					
Federal Sources	44,791	37,654	37,654	459	1.22%
Video Lottery - Gambling law enforc.	599,115	1,424,682	1,424,682	0	0.00%
Local Sources	315,298	346,814	346,814	0	0.00%
Total Intergovernmental	959,204	1,809,150	1,809,150	459	0.03%
Licenses and Permits					
Marriage Licenses	56,590	70,000	70,000	21,430	30.61%
Concealed Weapons Permits	292,066	264,041	264,041	74,860	28.35%
Total Licenses and Permits	348,656	334,041	334,041	96,290	28.83%
Service Charges					
Alarm Permits	721,419	500,000	500,000	177,197	35.44%
Probation Fees	517,328	Transferred to Federal State Fund			
Conciliation Fees	445,418	398,277	398,277	77,604	19.48%
Other service charges	93,736	186,600	186,600	67,116	35.97%
Total Service Charges	1,777,901	1,084,877	1,084,877	321,917	29.67%
Interest	18,581	0	0	0	
Other Revenue Sources					
Fines and Forfeitures	477,376	526,685	526,685	35,723	6.78%
Courthouse security	87,214	163,504	163,504	37,655	23.03%
Other	20,614	5,000	5,000	3	0.06%
Total Other Revenue Sources	585,204	695,189	695,189	73,381	10.56%
TOTAL REVENUE	3,689,546	3,923,257	3,923,257	492,047	12.54%
TRANSFERS IN					
General Fund	1,767,553	119,652	119,652	0	0.00%
TOTAL TRANSFERS IN	1,767,553	119,652	119,652	0	0.00%
TOTAL SOURCES	5,457,099	5,197,458	5,197,458	2,438,799	46.92%

Justice Services Special Operations Fund	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	9/30/94 Year to Date	Percent of Budget
USES					
DEPARTMENTAL EXPENDITURES					
<u>Sheriff</u>	1,534,211	1,820,793	1,820,793	256,948	14.11%
<u>Community Corrections</u>	1,130,009	552,282	552,282	128,985	23.35%
<u>District Attorney</u>	846,127	2,674,383	2,674,383	45,451	1.70%
DEPARTMENTAL EXPENDITURES	3,510,347	5,047,458	5,047,458	431,384	8.55%
TRANSFERS OUT					
To Capital Improvement Fund	0	150,000	150,000	0	0.00%
TOTAL USES	3,510,347	5,197,458	5,197,458	431,384	8.30%
Unreserved Ending Balance	1,946,752	0	0		

Health Department Funds

Revenues and expenditures in this fund are both running at approximately eleven percent of the budgeted estimates. At the end of the first quarter of 1994-95, CareOregon had approximately 17,000 enrollees. The adopted budget assumed that CareOregon would average 35,000 enrollees over the fiscal year. Because enrollment is half the projected average, both revenues and expenses are less than expected

Revenues

Intergovernmental Revenues -- The primary source of revenue is Medicaid capitation paid by the Office of Medical Assistance Payments (OMAP) to cover the costs of care of clients enrolled in the Oregon Health Plan that choose a CareOregon primary care provider. The difference between the number of enrollees and the estimated clients assumed by the budget accounts for the lower than budgeted revenues

Interest -- There is a significant lag between when the capitation payments earned by the CareOregon Fund are received and the time payments are made for patient care. The fund earns interest on this cash during the time it is in the County's possession.

Department Specific Funds HEALTH DEPARTMENT	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
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SOURCES

REVENUE

Intergovernmental Revenues

CareOregon Fund	7,143,966	52,980,000	52,980,000	5,974,925	11.28%
Total Intergovernmental	7,143,966	52,980,000	52,980,000	5,974,925	11.28%

Interest	35,157	0	0	40,516	
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Other Revenue

CareOregon Fund	21,183	0	0	0	
Total Other	21,183	0	0	0	

TOTAL REVENUE	7,200,306	52,980,000	52,980,000	6,015,441	11.35%
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TRANSFERS IN

General Fund	0	49,649	49,649	0	0.00%
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TOTAL TRANSFERS IN	0	49,649	49,649	0	0.00%
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TOTAL DEPARTMENTAL SOURCES	7,200,306	53,029,649	53,029,649	6,015,441	11.34%
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USES

DEPARTMENTAL EXPENDITURES

Health Department

CareOregon Fund	7,890,418	53,029,649	53,029,649	6,135,344	11.57%
Total Health Department	7,890,418	53,029,649	53,029,649	6,135,344	11.57%

TOTAL DEPARTMENTAL USES	7,890,418	53,029,649	53,029,649	6,135,344	11.57%
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Unreserved Ending Balance	(690,112)	0	0		
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Library Funds

Library Serial Levy Fund

Revenues

Library Serial Levy Fund revenues were at 10.52% of current budget at the end of the first quarter. The main reason for this is that property taxes are not collected until November.

Property Taxes - The first installment of current year property tax payments is not due until November 15. Subsequent installments are due February 15 and May 15.

Intergovernmental Revenue - Reciprocal borrowing (MIX) libraries are billed for this revenue in December.

Interest - Property taxes are collected in November, February and May. Because of this, cash balances are low which results in low interest earnings in July, August, September and October. Interest revenue will increase in November and December.

Other Revenue - The Library received \$416,313 for the OCF grant in November. Book fines may be down slightly because of telephone renewal. Donations are estimated and there is no way to predict if the Library will receive the \$126,500 budgeted. Special Operations Fund and Inmate Welfare Fund revenue will be received at the end of June.

General Fund Cash Transfer - This revenue is typically recognized at the end of the fiscal year.

Library Enterprise Fund

Revenues

Other Revenue - The Enterprise fund receives revenue for this category after the Library Serial fund has received its share. Revenues are not typically recognized till May or June.

Expenditures

Library Enterprise Fund expenditures were at 0% of current budget at the end of the first quarter because the Marketing Director has not yet been hired. That position is scheduled to be filled in early January, 1995

Department Specific Funds LIBRARY	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
<u>BEGINNING WORKING CAPITAL</u>					
Library Levy	2,570,210	2,462,803	2,462,803	1,931,655	
Entrepreneurial Initiatives	0	10,000	10,000	81,295	
<u>BEGINNING WORKING CAPITAL</u>	<u>2,570,210</u>	<u>2,472,803</u>	<u>2,472,803</u>	<u>2,012,950</u>	81.40%
SOURCES					
<u>REVENUE</u>					
<u>Taxes</u>					
Library Levy	10,245,691	10,852,033	10,852,033	0	0.00%
Total Taxes	<u>10,245,691</u>	<u>10,852,033</u>	<u>10,852,033</u>	<u>0</u>	<u>0.00%</u>
<u>Intergovernmental Revenues</u>					
Library Levy	346,483	469,664	469,664	0	0.00%
Total Intergovernmental	<u>346,483</u>	<u>469,664</u>	<u>469,664</u>	<u>0</u>	<u>0.00%</u>
<u>Service Charges</u>					
Library Levy	42,711	35,382	35,382	15,396	43.51%
Entrepreneurial Initiatives	6,183	13,971	13,971	2,110	15.10%
Total Service Charges	<u>48,894</u>	<u>49,353</u>	<u>49,353</u>	<u>17,506</u>	<u>35.47%</u>
<u>Interest</u>					
Library Levy	98,026	63,000	63,000	6,249	9.92%
Total Interest	<u>98,026</u>	<u>63,000</u>	<u>63,000</u>	<u>6,249</u>	<u>9.92%</u>
<u>Other Revenue Sources</u>					
Library Levy	1,511,105	1,567,357	1,567,357	219,923	14.03%
Entrepreneurial Initiatives	75,113	17,484	17,484	0	0.00%
Total Other Revenue Sources	<u>1,586,218</u>	<u>1,584,841</u>	<u>1,584,841</u>	<u>219,923</u>	<u>13.88%</u>
<u>TOTAL REVENUE</u>	<u>12,325,312</u>	<u>13,018,891</u>	<u>13,018,891</u>	<u>243,678</u>	1.87%
<u>TRANSFERS IN</u>					
General Fund	6,004,724	5,969,162	5,969,162	0	0.00%
<u>TOTAL TRANSFERS IN</u>	<u>6,004,724</u>	<u>5,969,162</u>	<u>5,969,162</u>	<u>0</u>	0.00%
TOTAL SOURCES	<u>20,900,246</u>	<u>21,460,856</u>	<u>21,460,856</u>	<u>2,256,628</u>	10.52%

Department Specific Funds LIBRARY	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
USES					
DEPARTMENTAL EXPENDITURES					
Library					
Library Levy	18,887,296	20,912,623	20,912,623	4,152,792	19.86%
Entrepreneurial Initiatives	0	41,455	41,455	0	0.00%
DEPARTMENTAL EXPENDITURES	18,887,296	20,954,078	20,954,078	4,152,792	19.82%
TRANSFERS OUT					
General Fund	0	470,604	470,604	0	0.00%
TOTAL TRANSFERS OUT	0	470,604	470,604	0	0.00%
Other Uses					
Contingency	0	36,174	36,174	0	0.00%
Total Other Uses	0	36,174	36,174	0	0.00%
TOTAL USES	18,887,296	21,460,856	21,460,856	4,152,792	19.35%
Unreserved Ending Balance	2,012,950	0	0		

Environmental Services Funds

Revenue

Total revenues received by Environmental Services funds (excluding internal service and capital funds) were 26.20% of budget as of September 30, 1994. This amount is within an acceptable variance range. However, no cash transfers from the General Fund have yet been made. Specific areas with revenue variances are:

Tax Title Fund: Proceeds from sales of foreclosed houses are at 6.1% of budget. It was expected that this figure would be lower at this time of the year. The foreclosure process is slow, and we expect to receive a larger part of the revenue near the end of the fiscal year. Another contributing factor is that DES has begun an extensive, proactive process to enable people to pay their property taxes and stay in their homes. This process is working successfully, and therefore there are fewer houses on which to foreclose.

Road Fund: Internal service reimbursements (Other Revenue Sources) are billed on a quarterly basis, so the revenues here do not include the first three months of this fiscal year.

Expenditures

Total expenditures in Environmental Services funds (excluding internal service and capital funds) were 10.69% of budget as of September 30, 1994. No cash transfers or contingency expenditures have been made. Expenditures excluding cash transfers and contingency were 11.06% of budget. The most significant reasons for this variation are explained below.

Road Fund: Approximately \$16 million of the budgeted expenditures in the Road fund is a special appropriation to the City of Portland. These expenditures have not yet been made. Other expenditures in the Road fund are within the expected range.

Tax Title Fund: All of the expenditures in the Tax Title fund are transfers to other governments or to the County programs which administer the tax title program. None of these transfers has yet been made.

Land Corner Preservation: No moneys have been expended for the Land Corner projects at this time.

Recreation Fund: The expenditures in this fund are all pass-through of revenue to Metro. There is a slight lag between our receipt and the transfer to Metro. Since funds have only recently been received from the State, these reports do not capture the transfer.

Department Specific Funds ENVIRONMENTAL SERVICES	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
BEGINNING WORKING CAPITAL					
Road Fund	9,793,083	7,190,462	7,190,462	7,087,103	98.56%
Tax Title	34,811	56,000	56,000	0	0.00%
Animal Control	138,996	0	0	3,388	-
Fair Fund	75,450	75,450	75,450	(6,297)	-8.35%
Land Corner Preservation	457,036	304,000	304,000	681,165	224.07%
Assessment & Taxation	235,046	0	0	0	-
Recreation Fund	698,906	0	0	(40,471)	-
BEGINNING WORKING CAPITAL	11,433,328	7,625,912	7,625,912	7,724,888	101.30%

SOURCES

REVENUE

<u>Taxes</u>					
Road Fund	7,469,097	7,546,000	7,546,000	1,216,506	16.12%
Tax Title	684,674	1,850,000	1,850,000	112,829	6.10%
Recreation Fund	124,709	120,000	120,000	19,016	15.85%
Total Taxes	8,278,480	9,516,000	9,516,000	1,348,351	14.17%

Intergovernmental Revenues

Road Fund	24,178,595	22,983,650	22,983,650	3,787,207	16.48%
Tax Title	0	18,250	18,250	0	0.00%
Fair Fund	10,230	34,700	34,700	34,722	100.06%
Assessment & Taxation	1,795,992	2,376,000	2,376,000	626,776	26.38%
Recreation Fund	196,308	286,000	286,000	54,609	19.09%
Total Intergovernmental	26,181,125	25,698,600	25,698,600	4,503,314	17.52%

Licenses and Permits

Road Fund	44,750	20,000	20,000	8,013	40.07%
Animal Control	793,410	609,000	609,000	266,916	43.83%
Total Licenses and Permits	838,160	629,000	629,000	274,929	43.71%

Service Charges

Road Fund	586,987	635,000	635,000	101,536	15.99%
Tax Title	2,777	0	0	800	-
Animal Control	204,211	194,200	194,200	57,059	29.38%
Land Corner Preservation	464,287	400,000	400,000	104,428	26.11%
Fair Fund	0	0	0	542	-
Recreation Fund	851,351	0	0	0	-
Assessment and Taxation	583,066	540,500	540,500	98,203	18.17%
Total Service Charges	2,692,679	1,769,700	1,769,700	362,568	20.49%

Department Specific Funds	Actual	1994-95	1994-95	1994-95	Percent of
ENVIRONMENTAL SERVICES	1993-94	Adopted	Current	Year to Date	Budget
			Budget		
Interest					
Road Fund	450,865	403,000	403,000	79,397	19.70%
Tax Title	238,017	259,000	259,000	59,501	22.97%
Recreation Fund	26,227	0	0	0	
Fair Fund	2,209	1,050	1,050	131	12.48%
Total Interest	717,318	663,050	663,050	139,029	20.97%
Other Revenue Sources					
Road Fund	757,700	868,399	868,399	15,829	1.82%
Animal Control	31,789	48,000	48,000	7,279	15.16%
Fair Fund	173,527	190,000	190,000	142,681	75.10%
Recreation Fund	788,370	42,003	42,003	0	
Assessment & Taxation	589,608	826,737	826,737	4,196	0.51%
Total Other Revenue Sources	2,340,994	1,975,139	1,975,139	169,985	8.61%
TOTAL REVENUE	41,048,756	40,251,489	40,251,489	6,798,176	16.89%
TRANSFERS IN					
General Fund					
Assessment & Taxation	6,792,519	7,586,029	7,586,029		
Recreation Fund	25,000	10,300	10,300		
Total General Fund	6,817,519	7,596,329	7,596,329	0	0.00%
Assessment District Fund	29,860	0	0	0	
TOTAL TRANSFERS IN	6,847,379	7,596,329	7,596,329	0	0.00%
	59,329,463				
TOTAL DEPARTMENTAL SOURCES	47,896,135	55,473,730	55,473,730	14,523,064	26.18%
USES					
DEPARTMENTAL EXPENDITURES					
Road Fund	32,804,307	35,877,980	35,877,980	3,189,399	8.89%
Tax Title	960,280	2,127,250	2,127,250	55	0.00%
Fair Fund	267,713	245,535	245,535	226,459	92.23%
Land Corner Preservation	240,158	576,000	576,000	0	0.00%
Assessment & Taxation	9,996,231	11,385,266	11,385,266	2,168,486	19.05%
Recreation Fund	2,717,342	458,303	458,303	1,611	0.35%
DEPARTMENTAL EXPENDITURES	46,986,031	50,670,334	50,670,334	5,586,010	11.02%
TRANSFERS OUT					
General Fund	1,362,877	1,049,200	1,049,200	0	0.00%
Bicycle Paths Fund	50,559	53,071	53,071	0	
Willamette River Bridge Fund	3,205,109	3,264,788	3,264,788	0	
TOTAL TRANSFERS OUT	4,618,545	4,367,059	4,367,059	0	0.00%

Department Specific Funds ENVIRONMENTAL SERVICES	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
Other Requirements					
Contingency					
Road Fund		252,672	252,672		
Fair Fund		55,665	55,665		
Land Corner Preservation		128,000	128,000		
Total Contingency	0	436,337	436,337	0	0.00%
Total Other Requirements	0	436,337	436,337	0	0.00%
TOTAL DEPARTMENTAL USES	51,604,576	55,473,730	55,473,730	5,586,010	10.07%

Unreserved Ending Balance					
Road Fund	7,087,103	0	0		
Tax Title	0	0	0		
Animal Control	3,387	0	0		
Fair Fund	(6,297)	0	0		
Land Corner Preservation	681,165	0	0		
Assessment & Taxation	0	0	0		
Recreation Fund	(40,471)	0	0		
Total Unreserved Ending Balance	7,724,887	0	0		

Internal Service Funds

Revenue

Internal service fund revenues are at 14.13% of budget through September 30, 1994. The most significant factor in this shortfall is the Facilities Fund. As this is a new fund this year, new accounting and billing systems had to be implemented. These systems are only now coming on-line. Facilities expects to bill departments for the first quarter soon, approximately \$4.2 million dollars. Had this amount been billed in a timely manner, internal service fund revenue would be at approximately 21.5% of budget, which would be within an acceptable variance range.

Revenues in the Fleet and Distribution fund are lower than expected because the reported figures include only two months, rather than the expected three.

Revenue in the Insurance Fund is significantly higher than projected due to an unexpected, and unbudgeted, third party settlement in a workers' compensation case.

Expenditures

Expenditures in the internal service funds are at 20.76% of budget, a figure within an acceptable variance range.

Expenditures in the Fleet fund are lower than expected due to cyclical variations in spending. Fleet expenditures were at approximately this same level at this time last year. Expenditures in the Distribution fund are also lower than would be expected. This is due to a reduction in postage inventory which is not recorded as an expenditure, and to the fact that property tax bills, which are a major distribution expense, are mailed in October. Expenditures in the Telephone fund are lower because of a planned capital expenditure that has not yet occurred.

INTERNAL SERVICE FUNDS	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
<u>BEGINNING WORKING CAPITAL</u>					
Insurance Fund	3,807,186	5,300,000	5,300,000	6,155,136	116.13%
Fleet Fund	1,615,852	1,809,079	1,809,079	1,708,408	94.44%
Telephone Fund	417,022	295,498	295,498	234,871	79.48%
Data Processing Fund	1,190,853	598,817	598,817	624,166	104.23%
Distribution Fund	58,341	78,040	78,040	86,337	110.63%
<u>BEGINNING WORKING CAPITAL</u>	<u>7,089,254</u>	<u>8,081,434</u>	<u>8,081,434</u>	<u>8,808,918</u>	109.00%
SOURCES					
<u>REVENUE</u>					
<u>Intergovernmental Revenues</u>					
Fleet Fund	151,123	239,300	239,300	15,611	6.52%
Distribution Fund	576	0	0	0	
Telephone Fund	0	6,207	6,207	0	0.00%
Total Intergovernmental	<u>151,699</u>	<u>239,300</u>	<u>239,300</u>	<u>15,611</u>	<u>6.52%</u>
<u>Service Charges</u>					
Insurance Fund	26,223	12,000	12,000	84,651	705.43%
Fleet Fund	11,740	37,500	37,500	396	1.06%
Telephone Fund	297,839	298,760	298,760	47,793	16.00%
Data Processing Fund	159,967	205,018	205,018	39,144	19.09%
Distribution Fund	185	0	0	2	
Facilities Management Fund	0	1,308,028	1,308,028	192,504	14.72%
Total Service Charges	<u>495,954</u>	<u>1,861,306</u>	<u>1,861,306</u>	<u>364,490</u>	<u>19.58%</u>
<u>Interest</u>					
Insurance Fund	413,733	420,000	420,000	83,280	19.83%
Fleet Fund	36,834	42,000	42,000	8,620	20.52%
Telephone Fund	19,299	15,570	15,570	3,342	21.46%
Data Processing Fund	64,373	73,750	73,750	5,516	7.48%
Distribution Fund	61	0	0	0	
Facilities Management Fund	0	770	770	199	25.84%
Total Interest	<u>534,300</u>	<u>552,090</u>	<u>552,090</u>	<u>100,957</u>	<u>18.29%</u>
<u>Other Revenue Sources</u>					
Insurance Fund	20,348,948	22,429,193	22,429,193	5,170,409	23.05%
Fleet Fund	3,168,639	4,027,681	4,027,681	501,665	12.46%
Telephone Fund	2,155,826	2,117,621	2,117,621	329,331	15.55%
Data Processing Fund	5,655,653	6,592,399	6,592,399	1,311,935	19.90%
Distribution Fund	1,091,815	1,275,447	1,275,447	158,500	12.43%
Facilities Management Fund	0	17,176,663	17,176,663	477	0.00%
Total Other Revenue Sources	<u>32,420,881</u>	<u>53,619,004</u>	<u>53,619,004</u>	<u>7,472,317</u>	<u>13.94%</u>
<u>TOTAL REVENUE</u>	<u>33,602,834</u>	<u>56,271,700</u>	<u>56,271,700</u>	<u>7,953,375</u>	14.13%

INTERNAL SERVICE FUNDS	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
TRANSFERS IN					
General Fund (to Facilities Fund)		224,257	224,257	0	0.00%
TOTAL TRANSFERS IN	0	224,257	224,257	0	0.00%
TOTAL DEPARTMENTAL SOURCES	40,692,088	64,577,391	64,577,391	16,762,293	25.96%
USES					
DEPARTMENTAL EXPENDITURES					
Insurance Fund	18,440,954	22,472,768	22,472,768	4,170,680	18.56%
Fleet Fund	3,275,779	4,454,560	4,454,560	592,172	13.29%
Telephone Fund	2,655,115	2,487,093	2,487,093	317,574	12.77%
Data Processing Fund	6,446,682	6,982,939	6,982,939	1,423,696	20.39%
Distribution Fund	1,064,641	1,290,825	1,290,825	199,119	15.43%
Facilities Management Fund	0	17,563,942	17,563,942	4,767,501	27.14%
DEPARTMENTAL EXPENDITURES	31,883,171	55,252,127	55,252,127	11,470,742	20.76%
TRANSFERS OUT					
Capital Improvement Fund	0	750,000	750,000	0	0.00%
TOTAL TRANSFERS OUT	0	750,000	750,000	0	0.00%
Other Requirements					
Contingency					
Insurance Fund	0	5,688,425	5,688,425		0.00%
Fleet Fund	0	1,400,000	1,400,000		0.00%
Telephone Fund	0	240,356	240,356		0.00%
Data Processing Fund	0	457,045	457,045		0.00%
Distribution Fund	0	62,662	62,662		0.00%
Facilities Management Fund	0	397,874	397,874		0.00%
Total Contingency	0	8,246,362	8,246,362	0	0.00%
Total Other Requirements	0	8,246,362	8,246,362	0	0.00%
TOTAL DEPARTMENTAL USES	31,883,171	64,248,489	64,248,489	11,470,742	17.85%
Unreserved Ending Balance					
Insurance Fund	6,155,136	0	0		
Fleet Fund	1,708,408	328,902	328,902		
Telephone Fund	234,871	0	0		
Data Processing Fund	624,166	0	0		
Distribution Fund	86,337	0	0		
Facilities Management Fund	0	0	0		
Total Unreserved Ending Balance	8,808,917	328,902	328,902		

Capital Funds

Revenue

Total revenues received in Capital Funds were 11.82% of budget as of September 30, 1994. The most significant factor in this variance is that approximately \$4.9 million of the revenue for these funds is bond/COP proceeds. These debt instruments have not yet been issued. Other expected variances are explained below.

Capital Improvement Fund: Budgeted revenues in the CIP fund in the Intergovernmental and Service Charge categories are reimbursements from other jurisdictions for specific capital projects that have not yet been received, and will be received in lump sum amounts.

Bicycle Path Construction Fund: Revenues in this fund are from the State for specific projects, and have not been received at this time.

Expenditures

Total expenditures in Capital Funds were 7.39% of budget as of September 30, 1994. Underspending is expected because all funds are budgeted in each fiscal year, even for multi-year projects. There is historically a large carryover in each capital fund.

CAPITAL FUNDS	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
BEGINNING WORKING CAPITAL					
Natural Areas Acquisition	264,926	413,649	413,649	944,594	228.36%
Bicycle Path Construction	168,981	123,212	123,212	73,776	59.88%
Willamette River Bridges	2,943,867	3,144,655	3,144,655	2,698,451	85.81%
Lease/Purchase Project	27,547,139	18,522,044	18,522,044	14,958,188	80.76%
Library Construction	0	29,540,000	29,540,000	20,421,919	69.13%
Capital Improvement	193,976	1,871,892	1,871,892	1,619,418	86.51%
BEGINNING WORKING CAPITAL	31,118,889	53,615,452	53,615,452	40,716,346	75.94%

SOURCES

REVENUE

Intergovernmental Revenues

Willamette River Bridges	49,151	0	0	0	
Capital Improvement	0	215,715	215,715	0	0.00%
Total Intergovernmental	49,151	215,715	215,715	0	0.00%

Service Charges

Willamette River Bridges	42,656	0	0	73	
Capital Improvement	868,854	40,000	40,000	0	0.00%
Total Service Charges	911,510	40,000	40,000	73	0.18%

Interest

Natural Areas Acquisition	108,002	37,130	37,130	6,312	17.00%
Bicycle Paths Construction	4,357	4,300	4,300	441	10.26%
Library Construction	219,989	0	0	129,727	
Capital Improvement	121,040	41,650	41,650	10,148	24.36%
Total Interest	453,388	83,080	83,080	146,628	176.49%

Other Revenue Sources

Natural Areas Acquisition	630,365	198,500	198,500	278,943	140.53%
Bicycle Path Construction	0	130,000	130,000	0	0.00%
Willamette River Bridges	56,656	75,000	75,000	548	0.73%
Lease Purchase Project	533,566	1,912,000	1,912,000	0	0.00%
Library Construction	22,000,000	2,954,000	2,954,000	0	0.00%
Capital Improvement	761,443	354,950	354,950	278,943	78.59%
Total Other Revenue Sources	23,982,030	5,624,450	5,624,450	558,434	9.93%

TOTAL REVENUE

	25,396,079	5,963,245	5,963,245	705,135	11.82%
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CAPITAL FUNDS	Actual 1993-94	1994-95 Adopted	1994-95 Current Budget	1994-95 Year to Date	Percent of Budget
TRANSFERS IN					
Road Fund					
Willamette River Bridges	50,559	3,264,788	3,264,788		0.00%
Bicycle Path Construction	3,205,109	53,071	53,071		0.00%
Total Road Fund	3,255,668	3,317,859	3,317,859	0	0.00%
General Fund (To Capital Improvement)	0	2,960,032	2,960,032	0	0.00%
Justice Service Special Operations	0	150,000	150,000	0	0.00%
Facilities Management	0	750,000	750,000	0	0.00%
TOTAL TRANSFERS IN	3,255,668	7,177,891	7,177,891	0	0.00%
	59,770,636				
TOTAL DEPARTMENTAL SOURCES	28,651,747	66,756,588	66,756,588	41,421,481	62.05%

USES

DEPARTMENTAL EXPENDITURES					
Natural Areas Acquisition	58,698	559,279	559,279	1,306	0.23%
Bicycle Path Construction	150,121	310,583	310,583	250	0.08%
Willamette River Bridges	3,598,990	6,484,443	6,484,443	1,130,325	17.43%
Lease/Purchase Project	13,122,516	20,434,044	20,434,044	3,165,244	15.49%
Library Construction	1,798,070	32,494,000	32,494,000	230,278	0.71%
Capital Improvement	325,895	6,232,059	6,232,059	388,411	6.23%
DEPARTMENTAL EXPENDITURES	19,054,290	66,514,408	66,514,408	4,915,814	7.39%
TRANSFERS OUT					
General Fund	0	60,000	60,000	0	0.00%
TOTAL TRANSFERS OUT	0	60,000	60,000	0	0.00%
Other Requirements					
Contingency					
Natural Areas Acquisition	0	30,000	30,000	0	0.00%
Library Construction	0	152,180	152,180	0	0.00%
Total Contingency	0	182,180	182,180	0	0.00%
Total Other Requirements	0	182,180	182,180	0	0.00%
TOTAL DEPARTMENTAL USES	19,054,290	66,756,588	66,756,588	4,915,814	7.36%
Unreserved Ending Balance					
Natural Areas Acquisition	944,594	0	0		
Bicycle Path Construction	73,776	0	0		
Willamette River Bridges	2,698,451	0	0		
Lease/Purchase Project	14,958,188	0	0		
Library Construction	20,421,919	0	0		
Capital Improvement	1,619,418	0	0		
Total Unreserved Ending Balance	40,716,346	0	0		



MULTNOMAH COUNTY, OREGON