

ANNOTATED MINUTES

Tuesday, December 17, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BOARD BRIEFING

Chair Beverly Stein convened the meeting at 9:34 a.m., with Commissioner Sharron Kelley present, Vice-Chair Dan Saltzman arriving at 9:35 a.m., and Commissioners Gary Hansen and Tanya Collier excused.

- B-1 Multnomah County Response to Disparity Study and Acceptance of the Proposed Approach to Address the Implementation of the Disparity Study Recommendations, Including Specific Review of Areas Involving Fiscal Impact. Presented by John Thomas.

JOHN THOMAS, FRANNA HATHAWAY, DAVE BOYER AND LARRY NICHOLAS PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION.

Chair Stein was excused at 10:10 a.m.

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

Wednesday, December 18, 1996 - 10:00 AM
Commonwealth Building, Sixth Floor, Conference Room A
421 SW Sixth, Portland

LEGISLATIVE BRIEFING

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

- B-2 Presentation of Multnomah County's Legislative Agenda to State Legislators.

BOARD PRESENTATIONS AND RESPONSE TO QUESTIONS AND DISCUSSION WITH LEGISLATORS AND ATTENDEES INCLUDING:

DEPARTMENT DIRECTOR JIM MCCONNELL, REPRESENTATIVE JOANN BOWMAN, AFSCME REPRESENTATIVE JIM YOUNGER, SENATOR KEN BAKER, COUNTY LIAISON STAFF GINA MATTIODA AND SHARON TIMKO, REPRESENTATIVE GEORGE EIGHMEY, DEPARTMENT STAFF CARY HARKAWAY, LEGISLATIVE AIDE BRIAN NEWMAN, SENATOR GINNY BURDICK, SENATOR JOHN LIM, REPRESENTATIVE RANDALL EDWARDS, DEPARTMENT STAFF CLEM LAUSEBERG, DEPARTMENT DIRECTOR VICKIE GATES, AND BOARD STAFF ROBERT TRACHTENBERG. BOARD PRESENTATIONS AND DISCUSSION WITH LEGISLATORS ON MULTNOMAH COUNTY LEGISLATIVE AGENDA, BENCHMARK GOALS OF REDUCING CHILDREN IN POVERTY, SCHOOL COMPLETION AND REDUCING CRIME, INFORMATION TECHNOLOGY, WORKING WITH SCHOOLS, SCHOOL FUNDING, WORKFORCE DEVELOPMENT, MEASURE 47 CAP, URBAN RENEWAL BONDS, PROPERTY TAX LIMITATION, OREGON HEALTH PLAN AND ELIGIBILITY ISSUES, MEASURE 44, MENTAL HEALTH INTEGRATION INTO OREGON HEALTH PLAN, LOCAL MENTAL HEALTH AUTHORITY, PUBLIC SAFETY, STATE MANDATED SUBSTANCE ABUSE TREATMENT FOR OFFENDERS, PROVIDENCE CRISIS CENTER, SB 1145, MEASURE 40, TRANSPORTATION ISSUES, SELLWOOD BRIDGE, VEHICLE TAX, NORTH/SOUTH LIGHT RAIL, BUSINESS INCOME TAX, LONG TERM BRIDGE REPAIR STRATEGY, PUBLIC EMPLOYEES RETIREMENT SYSTEM, TAX REFORM, FISCAL YEAR ACTIONS, REDUCTIONS AND GOVERNMENT RESTRUCTURING, FINANCING, LEGISLATIVE STRATEGY, REPLACEMENT REVENUE, CHANGES IN LAWS AND ADMINISTRATIVE PROCEDURES, AND NEED FOR ADEQUATE FUNDING OF STATE FUNDED AREAS THAT DIRECTLY IMPACT THE COUNTY.

Vice-Chair Saltzman was excused at 11:20 a.m.

There being no further business, the meeting was adjourned at 11:25 a.m.

Thursday, December 19, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:35 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley and Tanya Collier present, and Commissioner Gary Hansen excused.

CONSENT CALENDAR

***UPON MOTION OF COMMISSIONER KELLEY,
SECONDED BY COMMISSIONER COLLIER, THE
CONSENT CALENDAR (ITEMS C-1 THROUGH C-11)
WAS UNANIMOUSLY APPROVED.***

NON-DEPARTMENTAL

- C-1 Appointment of Sik-Yin Chan to the METROPOLITAN HUMAN RIGHTS COMMISSION
- C-2 Appointment of Pat E. Medford to the PORTLAND/MULTNOMAH COMMISSION ON AGING (PMCoA)

SHERIFF'S OFFICE

- C-3 Retail Malt Beverage Liquor License Renewal for HAGAR'S AT VIKING PARK, 29311 START STREET, TROUTDALE
- C-4 RESOLUTION Authorizing Annual Designation of a Portion of Compensation as a Housing Allowance for Chaplains Serving Inmates and Employees at the Multnomah County Jails

RESOLUTION 96-214.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-5 ORDER Appointing Harry D. Ainsworth, Maggie Biondi, Andrew Jonathan Bowman, Colleen Kelly Dahl, Starla Kay Dill, Joy Ellis, Robin A. Jones, Daniel Michael Patchin, Gerald R. Pederson, Andrew W. Snyder and Courtney W. Wiswall as Multnomah County Animal Control Hearings Officers

ORDER 96-215.

- C-6 ORDER Authorizing Execution of Deed D971385 for Repurchase of Tax Acquired Property to Former Owners Lester R. and Gina H. Sloan

ORDER 96-216.

- C-7 ORDER Authorizing Execution of Deed D971387 Upon Complete Performance of a Contract to Bruce A. Brown and Shobhna D. Brown

ORDER 96-217.

DEPARTMENT OF AGING SERVICES

- C-8 Annual Renewal of Intergovernmental Agreement 400087 with the City of Portland, Bureau of Parks and Recreation, for Operation of the Portland/Multnomah County Area Agency on Aging, Transmitting City Funds to Support District Senior Centers
- C-9 Intergovernmental Revenue Agreement 400117 with the City of Fairview, for Cooperative Planning and Shared Costs of Services for Elders Living in the Fairview Area, and Transmitting \$1,500.00 of City Funds to Support the East County District Senior Center
- C-10 Intergovernmental Revenue Agreement 400127 with the City of Troutdale, for Cooperative Planning and Shared Costs of Services for Elders Living in the Troutdale Area, and Transmitting \$1,500.00 of City Funds to Support the East County District Senior Center

SHERIFF'S OFFICE

- C-11 Package Store Liquor License Renewal for LARSON'S MARINA, 14444 NW LARSON ROAD, PORTLAND

REGULAR AGENDA

PUBLIC COMMENT

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

JAMES POSEY COMMENTS REGARDING TIMEFRAME OF THE REGIONAL DISPARITY STUDY AND CONCERN OVER LACK OF BID AWARDS FOR MINORITY CONTRACTORS.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 ORDER Authorizing Sale and Execution of a Deed for the Purchase of Certain Tax Foreclosed Property by the City of Portland, Portland Development Commission, in the Amount of \$17,118.54

COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-2. COUNTY COUNSEL MATTHEW RYAN AND DAVID NEMO OF PORTLAND DEVELOPMENT COMMISSION EXPLANATION. ORDER 96-218 UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

- R-3 First Reading of an ORDINANCE Amending Multnomah County Code Chapter 5.50 (Transient Lodging Tax) to Authorize Transfers of Certain Tax Revenues to Cover Operating Expenditures of the Oregon Convention Center, Expo, Portland Center for the Performing Arts, Civic Stadium, Cultural Tourism, and Neighborhood Arts Program

ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF FIRST READING. CHAIR STEIN EXPLAINED PROCESS, ADVISING COMMISSIONERS COLLIER AND SALTZMAN HAVE PROPOSED ORDINANCE AMENDMENTS AND COMMISSIONER COLLIER HAS A PROPOSED RESOLUTION TO INTRODUCE. CHAIR STEIN EXPLANATION OF PROPOSED ORDINANCE. COMMISSIONER COLLIER EXPLANATION OF HER PROPOSED ORDINANCE AMENDMENTS AND

**PROPOSED RESOLUTION. COMMISSIONER
SALTZMAN EXPLANATION OF HIS PROPOSED
ORDINANCE AMENDMENTS.**

**PATTI SWANSON TESTIFIED IN SUPPORT OF
ORDINANCE. HONESA CHANTHA VONG
TESTIFIED IN SUPPORT OF ORDINANCE. HARRY
DEMOREST TESTIFIED IN SUPPORT OF OMSI
FUNDING. EVAN BLACK TESTIMONY IN SUPPORT
OF SALTZMAN AMENDMENT. FELICIA
LAURITSON AVENDANU, POM OUTAMA AND
NANCY NUSZ TESTIFIED IN SUPPORT OF
ORDINANCE. CHET ORLOFF TESTIFIED IN
SUPPORT OF SALTZMAN AMENDMENT. ROSS
MCKEEN TESTIMONY IN SUPPORT OF
ORDINANCE AS PROPOSED, AND IN SUPPORT OF
COLLIER RESOLUTION. RUTH MCFARLAND
TESTIMONY IN SUPPORT OF COLLIER
AMENDMENT AND COLLIER RESOLUTION.
LARRY HARVEY TESTIMONY IN SUPPORT OF
COLLIER AMENDMENT. HAROLD POLLIN
TESTIMONY IN SUPPORT OF ORDINANCE. MARY
ARNSTAD TESTIMONY EXPRESSING CONCERN
OVER HOW FACILITIES ARE MANAGED AND
POSSIBLE BREAKDOWN OF PARTNERSHIPS.
ADRIENE CRUZ TESTIMONY IN SUPPORT OF
ORDINANCE. DAVID LEIKEN TESTIMONY IN
OPPOSITION TO ORDINANCE AND GIVING
MONEY TO ARTS. BOB VAN BROCKLIN
TESTIMONY IN SUPPORT OF ORDINANCE.
GEORGE RICHARDSON AND MARTHA RICHARD
TESTIMONY IN SUPPORT OF COLLIER
AMENDMENT AND RESOLUTION. BILL DUNCAN
TESTIMONY IN SUPPORT OF SALTZMAN
AMENDMENT.**

**COMMISSIONER SALTZMAN EXPLANATION AND
COMMENTS IN SUPPORT OF HIS AMENDMENTS.
COMMISSIONER SALTZMAN'S MOTION FOR
APPROVAL OF HIS THREE AMENDMENTS DIED
FOR LACK OF A SECOND.**

CHAIR STEIN ADVISED THAT DUE TO THE LENGTH OF TODAY'S MEETING, BRIEFING B-3 WILL BE CANCELLED AND RESCHEDULED TO A LATER DATE.

COMMISSIONER COLLIER EXPLANATION AND COMMENTS IN SUPPORT OF HER AMENDMENTS. COMMISSIONER COLLIER MOVED, AND COMMISSIONER KELLEY SECONDED, APPROVAL OF HER FOUR AMENDMENTS TO SECTION 8, SUBSECTION (A); SECTION I, SUBSECTION (E); SECTION II, SUBSECTION (5) (a), (b) (c), (d) AND. (e); AND SECTION II, SUBSECTION (7) COMMISSIONER KELLEY COMMENTS IN SUPPORT. COMMISSIONER SALTZMAN'S MOTION AMENDING SECTION 5 REGARDING ALLOCATION, DIED FOR LACK OF A SECOND. COMMISSIONER COLLIER MOVED, AND COMMISSIONER KELLEY SECONDED, AN ADDITIONAL AMENDMENT TO SECTION II, SUBSECTION 7, ADDING "FROM DECEMBER 19, 1996 AND EVERY FIVE YEARS THEREAFTER." ADDITIONAL AMENDMENT UNANIMOUSLY APPROVED. FOUR AMENDMENTS UNANIMOUSLY APPROVED, AS AMENDED. CHAIR STEIN COMMENTS. FIRST READING OF ORDINANCE UNANIMOUSLY APPROVED, AS AMENDED. SECOND READING THURSDAY, JANUARY 2, 1997.

AT THE REQUEST OF CHAIR STEIN AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, CONSIDERATION OF THE FOLLOWING ITEM WAS UNANIMOUSLY APPROVED.

UC-1 RESOLUTION in the Matter of Funding and Operating Regional Facilities

COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF UC-1. COMMISSIONER COLLIER EXPLANATION AND COMMENTS IN SUPPORT. RESOLUTION 96-219 UNANIMOUSLY APPROVED.

There being no further business, the regular meeting was adjourned at 11:20 a.m. and the briefings convened at 11:28 a.m.

Thursday, December 19, 1996 -10:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BOARD BRIEFINGS

- B-3 Update on Library Entrepreneurial Initiatives Team and Programs that have been Developed and Implemented to Enhance Library Funds. Presented by Leo MacLeod and Ginnie Cooper.

RESCHEDULED TO THURSDAY, JANUARY 2, 1997
IMMEDIATELY FOLLOWING REGULAR MEETING.

- B-4 Discussion on Anticipated 1996-1997 Budget Shortfall for the Implementation of SB 1145 and Request for Policy Direction. Presented by Dave Warren, Peter Ozanne, Sheriff Dan Noelle, Tamara Holden and Cary Harkaway.

DAN NOELLE, ELYSE CLAWSON, CARY HARKAWAY, OREGON DEPARTMENT OF COMMUNITY CORRECTIONS DIRECTOR SCOTT TAYLOR, SARAH GATES OF THE OFFICE OF OREGON ECONOMIC ANALYSIS AND DAVE WARREN PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. CONSENSUS TO ACCEPT SHERIFF NOELLE AND ELYSE CLAWSON RECOMMENDATIONS, HOLD STATE TO ITS COMMITMENT TO WORK WITH COUNTY, AND DIRECTION TO REPORT BACK TO BOARD AROUND FEBRUARY 15, 1997.

There being no further business, the meeting was adjourned at 12:25 p.m.

BOARD CLERK FOR MULTNOMAH COUNTY, OREGON

Deborah L. Bogstad



MULTNOMAH COUNTY OREGON

BOARD CLERK
SUITE 1515, PORTLAND BUILDING
1120 SW FIFTH AVENUE
PORTLAND, OREGON 97204
PHONE • 248-3277 • 248-5222
FAX • (503) 248-3013

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

REVISED AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

DECEMBER 16, 1996 - DECEMBER 20, 1996

Tuesday, December 17, 1996 - 9:30 AM - Board Briefing..... Page 2

Wednesday, December 18, 1996 - 10:00 AM - Board Briefing.....Page 2

Thursday, December 19, 1996 - 9:30 AM - Regular MeetingPage 2

Thursday, December 19, 1996 - 10:30 AM - Board BriefingsPage 4

*Thursday Meetings of the Multnomah County Board of Commissioners are *cable-cast* live and taped and can be seen by Cable subscribers in Multnomah County at the following times:*

Thursday, 9:30 AM, (LIVE) Channel 30

Friday, 10:00 PM, Channel 30

Sunday, 1:00 PM, Channel 30

Produced through Multnomah Community Television

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.

AN EQUAL OPPORTUNITY EMPLOYER

*Tuesday, December 17, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFING

- B-1 Multnomah County Response to Disparity Study and Acceptance of the Proposed Approach to Address the Implementation of the Disparity Study Recommendations, Including Specific Review of Areas Involving Fiscal Impact. Presented by John Thomas. 1 HOUR REQUESTED.*
-

*Wednesday, December 18, 1996 - 10:00 AM
Commonwealth Building, Sixth Floor, Conference Room A
421 SW Sixth, Portland*

BOARD BRIEFING

- B-2 Presentation of Multnomah County's Legislative Agenda to State Legislators. 2 HOURS REQUESTED.*
-

*Thursday, December 19, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 Appointment of Sik-Yin Chan to the METROPOLITAN HUMAN RIGHTS COMMISSION*
- C-2 Appointment of Pat E. Medford to the PORTLAND/MULTNOMAH COMMISSION ON AGING (PMCoA)*

SHERIFF'S OFFICE

- C-3 Retail Malt Beverage Liquor License Renewal for HAGAR'S AT VIKING PARK, 29311 START STREET, TROUTDALE*

- C-4 *RESOLUTION Authorizing Annual Designation of a Portion of Compensation as a Housing Allowance for Chaplains Serving Inmates and Employees at the Multnomah County Jails*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-5 *ORDER Appointing Harry D. Ainsworth, Maggie Biondi, Andrew Jonathan Bowman, Colleen Kelly Dahl, Starla Kay Dill, Joy Ellis, Robin A. Jones, Daniel Michael Patchin, Gerald R. Pederson, Andrew W. Snyder and Courtney W. Wiswall as Multnomah County Animal Control Hearings Officers*
- C-6 *ORDER Authorizing Execution of Deed D971385 for Repurchase of Tax Acquired Property to Former Owners Lester R. and Gina H. Sloan*
- C-7 *ORDER Authorizing Execution of Deed D971387 Upon Complete Performance of a Contract to Bruce A. Brown and Shobhna D. Brown*

DEPARTMENT OF AGING SERVICES

- C-8 *Annual Renewal of Intergovernmental Agreement 400087 with the City of Portland, Bureau of Parks and Recreation, for Operation of the Portland/Multnomah County Area Agency on Aging, Transmitting City Funds to Support District Senior Centers*
- C-9 *Intergovernmental Revenue Agreement 400117 with the City of Fairview, for Cooperative Planning and Shared Costs of Services for Elders Living in the Fairview Area, and Transmitting \$1,500.00 of City Funds to Support the East County District Senior Center*
- C-10 *Intergovernmental Revenue Agreement 400127 with the City of Troutdale, for Cooperative Planning and Shared Costs of Services for Elders Living in the Troutdale Area, and Transmitting \$1,500.00 of City Funds to Support the East County District Senior Center*

SHERIFF'S OFFICE

- C-11 *Package Store Liquor License Renewal for LARSON'S MARINA, 14444 NW LARSON ROAD, PORTLAND*

REGULAR AGENDA

PUBLIC COMMENT

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

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 *ORDER Authorizing Sale and Execution of a Deed for the Purchase of Certain Tax Foreclosed Property by the City of Portland, Portland Development Commission, in the Amount of \$17,118.54*

NON-DEPARTMENTAL

- R-3 *First Reading of an ORDINANCE Amending Multnomah County Code Chapter 5.50 (Transient Lodging Tax) to Authorize Transfers of Certain Tax Revenues to Cover Operating Expenditures of the Oregon Convention Center, Expo, Portland Center for the Performing Arts, Civic Stadium, Cultural Tourism, and Neighborhood Arts Program*
-

*Thursday, December 19, 1996 -10:30 AM
(Or Immediately Following Regular Meeting)
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFINGS

- B-3 *Update on Library Entrepreneurial Initiatives Team and Programs that have been Developed and Implemented to Enhance Library Funds. Presented by Leo MacLeod and Ginnie Cooper. 45 MINUTES REQUESTED.*
- B-4 *Discussion on Anticipated 1996-1997 Budget Shortfall for the Implementation of SB 1145 and Request for Policy Direction. Presented by Dave Warren, Peter Ozanne, Sheriff Dan Noelle, Tamara Holden and Cary Harkaway. 1 HOUR REQUESTED.*

MEETING DATE: December 18, 1996
AGENDA #: B-2
ESTIMATED START TIME: 10:00 am

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Presentation of Multnomah County Legislative Agenda to State Legislators

BOARD BRIEFING: DATE REQUESTED: Wednesday, December 18, 1996
REQUESTED BY: Chair Beverly Stein
AMOUNT OF TIME NEEDED: 2 Hours

REGULAR MEETING: DATE REQUESTED: _____
AMOUNT OF TIME NEEDED: _____

DEPARTMENT: Non-Departmental DIVISION: Chair Beverly Stein

CONTACT: Sharon Timko & Gina Mattioda TELEPHONE #: 248-3960/202-5321(Pager)
BLDG/ROOM #: 106/1515/166/600

PERSON(S) MAKING PRESENTATION: Sharon Timko and Gina Mattioda

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☒ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

SUGGESTED AGENDA TITLE:

**Presentation of Multnomah County's Legislative Agenda
to State Legislators**

SIGNATURES REQUIRED:

ELECTED
OFFICIAL: _____
(OR)
DEPARTMENT
MANAGER: _____

Beverly Stein

BOARD OF
COUNTY COMMISSIONERS
96 DEC 11 PM 4:38
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222

BOGSTAD Deborah L

From: MATTIODA Gina M
Sent: Wednesday, December 11, 1996 1:06 PM
To: STEIN Beverly E; SALTZMAN Dan S; KELLEY Sharron E; COLLIER Tanya D
Cc: BOGSTAD Deborah L; TIMKO Sharon E
Subject: recap and outline/agenda for 12/18 legislative briefing

Sharon Timko and I spoke this morning and wanted to send you all an e-mail to recap yesterday's board discussion on item IV: Discuss and Seek Input on Legislative Briefing and to present you with a proposed agenda for that briefing.

Background: The legislative briefing is scheduled for Wednesday, December 18 from 10:00 am - noon at the Commonwealth Building, Conference Room A, 6th floor.

Recap of item IV: The following was discussed and determined:

Beverly - County Vision/Benchmarks
Dan - Oregon Health Plan
Tanya - Transportation and School Funding
Gary - Measure 47
Sharron - Public Safety

Proposed Agenda: A suggested agenda is listed below. I would appreciate feedback, because I am unaware of each of your schedules and not sure if you all plan to stay for the entire briefing.

Starting at 10:15 (giving people time to chat and get settled)

Beverly - Vision
Gary - Measure 47
Tanya - School Funding
Sharron - Public Safety
Dan - Oregon Health Plan
Tanya - Transportation
Beverly - Closure



Multnomah County Oregon

1120 SW 5th Avenue, Room 1515
Portland, Oregon 97204
(503) 248-3308
Email: mult.chair@co.multnomah.or.us

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

MULTNOMAH COUNTY LEGISLATIVE AGENDA

Multnomah County is Oregon's smallest county geographically, yet it has the state's largest population. County services range from maintaining Willamette River Bridges to operating libraries to serving medically indigent County residents through a network of primary health care clinics.

Multnomah County strives to promote citizens' personal success and opportunity and to increase their sense of safety and security in the community. To accomplish this, the County is committed to delivering excellent quality, customer-focused services at a good value for the tax dollar. The Board of County Commissioners has focused on three long-term benchmarks: reducing the number of children living in poverty, increasing school completion, and reducing crime.

The capacity of Multnomah County to remain an accountable and productive local government hinges on the partnership with the State Legislature. This relationship recognizes that we are all working for the good of all Oregonians.

Legislative Priorities

The County provides some state funded services. These legislative priorities may change based on state funding decisions and the implementation of Measure 47.

Measure 47

Measure 47 will reduce the level of services provided by the County. Revenue losses are estimated at \$32 to \$40 million. These cuts will severely affect the most needy, but will touch all County residents.

To minimize the impacts from the revenue loss, Multnomah County supports maximizing local control for implementation of Measure 47. This includes allowing local jurisdictions to decide how to appropriate the revenue loss and to define public safety and education. In addition, Multnomah County will seek state replacement revenue for lost local taxes in accordance with the intent of the measure's sponsors.

Flexible Regulations

The County seeks to streamline and minimize planning, monitoring, and reporting requirements from the state for funding of local programs.

School Funding

An educated citizenry is the foundation for strong and healthy communities. A strong public education system is an investment in the future. Education is a cost-effective prevention tool against crime, unemployment, child abuse, and other societal ills.

Multnomah County advocates for increasing the per student support at all levels of education. The County supports repealing the 2% kicker to provide funding for education. The County supports increasing local support to schools and would also support the inclusion of a regional cost factor in the state school fund distribution formula. The County is also supportive of the Coalition for School Funding Now activities.

Public Safety

The County is dedicated to the protection of our community, by holding offenders accountable for their actions, and by providing them with the necessary skills to become successful citizens. The County embraces projects that promote public safety, reduces violent crimes, and hold youth and families accountable.

Multnomah County seeks adequate funding for Senate Bill 1145 Community Correction Programs to make reforms work and ensure that community monitoring can be done by personnel other than probation officers. The County encourages the Legislature to adopt measures reforming 1994's Measure 11. The County favors legislation that prevents and reduces juvenile crime.

Oregon Health Plan

The Oregon Health Plan is designed to ensure that all Oregonians, regardless of ability to pay have access to high-quality and affordable health care. Since the creation of the Oregon Health Plan, Multnomah County has established many initiatives which strive to meet the health care needs of its clients. The County believes high-risk populations served by the Plan must be provided a safety net and support within the managed care environment so that all their needs are met.

Multnomah County supports the original intent of the Oregon Health Plan, which strives for universal health care access and controls cost by reducing health care services during tough economic times rather than placing limits on eligibility. The County encourages the Legislature to use the increase in the tobacco tax to expand the number of people eligible for the Plan. The County supports the full integration of mental health services into the Plan while preserving the County's role as the Local Mental Health Authority.

Transportation

Multnomah County maintains over 500 miles of County roads and the majority of the Willamette River Bridges. The Willamette River Bridges are a critical link in a highly integrated transportation system. The bridges serve multiple objectives. They connect metro area citizens to the east with the central business district and access numerous regional facilities. They provide direct connections to the interstate highway system and to regional and local networks. They serve alternative modes of travel such as bicycles and pedestrian travel not available on the interstate highway bridges.

Willamette River Bridges are threatened by inadequate funding. The County urges the Legislature to acknowledge the vital nature of the bridges and provide adequate funding. The County also supports the proposed increases in the gas tax, weight-mile tax, and passenger vehicle registration fees to fund a responsible transportation package.

Senator Tom Hartung
Senate District 3
13975 N.W. Burton Street ROAD
Portland, OR 97229

Senator-Elect Ginny Burdick
Senate District 6
4641 S.W. Dosch Road
Portland, OR 97201

Senator Randy Leonard
Senate District 9
4530 S.E. 67th Avenue
Portland, OR 97206

Senator-Elect Kate Brown
Senate District 7
P.O. Box 82699
Portland, OR 97282

Senator-Elect Thomas Andrew Wilde
Senate District 8
3826 N. Longview
Portland, OR 97227

Senator-Elect Avel Gordly
Senate District 10
1915 N.E. 16th, #3
Portland, OR 97212

Senator Ken Baker
Senate District 14
10121 S.E. Sunnyside Road, #120
Clackamas, OR 97015

Senator-Elect Ted Ferrioli
Senate District 28
111 Skyline
John Day, OR 07845 97845

Representative Lynn Snodgrass
House District 10
12995 S.E. Hacienda Drive
Boring, OR 97009

Representative Anitra Rasmussen
House District 11
3844 S.W. Jerald WAY
Portland, OR 97221

Representative-Elect Chris Beck
House District 12
1207 S.W. Sixth
Portland, OR 97204

Representative George Eighmey
House District 14
1423 S.E. Hawthorne Blvd.
Portland, OR 97214

Representative-Elect Dan Gardner
House District 13
6024 S.E. 22nd Street
Portland, OR 97202

Representative Margaret Carter
House District 18
2948 N.E. 10th Avenue
Portland, OR 97212

Representative-Elect Randall Edwards
House District 15
5616 S.E. Hawthorne
Portland, OR 97215

Representative Frank Shields
House District 16
10932 S.E. Salmon Street
Portland, OR 97216

Representative Mike Fahey, Sr.
House District 17
6817 N. Armour Street
Portland, OR 97203

Representative-Elect Jo Ann Bowman
House District 19
3145 N.E. 15th
Portland, OR 97212

Representative John Minnis
House District 20
23766 N.E. Holladay
Wood Village, OR 97060

Representative-Elect Ron Sunseri
House District 22
4100 S.E. 26th Place
Gresham, OR 97080

Representative Lonnie Roberts
House District 21
15815 S.E. Mill
Portland, OR 97233

Senator John Lin
Senate District 11
P.O. Box 1616
Gresham, OR 97212 97030

Representative Chuck Carpenter
House District 7
1815 N.W. 143rd, B35
Portland, OR 97229



Multnomah County Oregon

1120 SW 5th Avenue, Room 1515
Portland, Oregon 97204
(503) 248-3308
Fax: (503) 248-3093
Email: mult.chair@co.multnomah.or.us

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

Legislative Briefing Agenda

Wednesday, December 18, 1996 10:00 am - 12:00 pm
Commonwealth Building, SW Sixth Avenue
Conference Room A

- | | |
|------------------|--------------------------------------------------------------------------------------|
| 10:00 - 10:15 am | Coffee |
| 10:15 - 10:45 am | Beverly Stein, Multnomah County Chair
Welcome and Introduction
County's Vision |
| 10:45 - 11:00 am | Gary Hansen, County Commissioner
Measure 47 |
| 11:00 - 11:15 am | Dan Saltzman, County Commissioner
Oregon Health Plan |
| 11:15 - 11:30 am | Sharron Kelley, County Commissioner
Public Safety |
| 11:30 - 12:00 pm | Tanya Collier, County Commissioner
School Funding
Transportation |



Multnomah County Oregon

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

MULTNOMAH COUNTY LEGISLATIVE AGENDA

Multnomah County is Oregon's smallest county geographically, yet it has the state's largest population. County services range from maintaining Willamette River Bridges to operating libraries to serving medically indigent County residents through a network of primary health care clinics.

Multnomah County strives to promote citizens' personal success and opportunity and to increase their sense of safety and security in the community. To accomplish this, the County is committed to delivering excellent quality, customer-focused services at a good value for the tax dollar. The Board of County Commissioners has focused on three long-term benchmarks: reducing the number of children living in poverty, increasing school completion, and reducing crime.

The capacity of Multnomah County to remain an accountable and productive local government hinges on the partnership with the State Legislature. This relationship recognizes that we are all working for the good of all Oregonians.

Legislative Priorities

The County provides some state funded services. These legislative priorities may change based on state funding decisions and the implementation of Measure 47.

Measure 47

Measure 47 will reduce the level of services provided by the County. Revenue losses are estimated at \$32 to \$40 million. These cuts will severely affect the most needy, but will touch all County residents.

To minimize the impacts from the revenue loss, Multnomah County supports maximizing local control for implementation of Measure 47. This includes allowing local jurisdictions to decide how to appropriate the revenue loss and to define public safety and education. In addition, Multnomah County will seek state replacement revenue for lost local taxes in accordance with the intent of the measure's sponsors.

Flexible Regulations

The County seeks to streamline and minimize planning, monitoring, and reporting requirements from the state for funding of local programs.

School Funding

An educated citizenry is the foundation for strong and healthy communities. A strong public education system is an investment in the future. Education is a cost-effective prevention tool against crime, unemployment, child abuse, and other societal ills.

Multnomah County advocates for increasing the per student support at all levels of education. The County supports repealing the 2% kicker to provide funding for education. The County supports increasing local support to schools and would also support the inclusion of a regional cost factor in the state school fund distribution formula. The County is also supportive of the Coalition for School Funding Now activities.

Public Safety

The County is dedicated to the protection of our community, by holding offenders accountable for their actions, and by providing them with the necessary skills to become successful citizens. The County embraces projects that promote public safety, reduces violent crimes, and hold youth and families accountable.

Multnomah County seeks adequate funding for Senate Bill 1145 Community Correction Programs to make reforms work and ensure that community monitoring can be done by personnel other than probation officers. The County encourages the Legislature to adopt measures reforming 1994's Measure 11. The County favors legislation that prevents and reduces juvenile crime.

Oregon Health Plan

The Oregon Health Plan is designed to ensure that all Oregonians, regardless of ability to pay have access to high-quality and affordable health care. Since the creation of the Oregon Health Plan, Multnomah County has established many initiatives which strive to meet the health care needs of its clients. The County believes high-risk populations served by the Plan must be provided a safety net and support within the managed care environment so that all their needs are met.

Multnomah County supports the original intent of the Oregon Health Plan, which strives for universal health care access and controls cost by reducing health care services during tough economic times rather than placing limits on eligibility. The County encourages the Legislature to use the increase in the tobacco tax to expand the number of people eligible for the Plan. The County supports the full integration of mental health services into the Plan while preserving the County's role as the Local Mental Health Authority.

Transportation

Multnomah County maintains over 500 miles of County roads and the majority of the Willamette River Bridges. The Willamette River Bridges are a critical link in a highly integrated transportation system. The bridges serve multiple objectives. They connect metro area citizens to the east with the central business district and access numerous regional facilities. They provide direct connections to the interstate highway system and to regional and local networks. They serve alternative modes of travel such as bicycles and pedestrian travel not available on the interstate highway bridges.

Willamette River Bridges are threatened by inadequate funding. The County urges the Legislature to acknowledge the vital nature of the bridges and provide adequate funding. The County also supports the proposed increases in the gas tax, weight-mile tax, and passenger vehicle registration fees to fund a responsible transportation package.



Beverly Stein, Multnomah County Chair

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MEMORANDUM

TO : Board of County Commissioners
FROM : Beverly Stein *BS*
Bill Farver *BF*
DATE : December 10, 1996
RE : Outline of Possible Budget Scenario for 1997-8

What follows is the product of our office's discussions with the Department Managers, Sheriff and District Attorney. We have met with individual departments and as larger groups to evaluate the our philosophical and practical responses to the challenges posed by Ballot Measure 47.

We have developed the outlines of an approach to the 1997-8 budget based on a series of assumptions. Today, we would like to review those assumptions, examine the vacancies we plan to hold open through this fiscal year and the programs we recommend that the Board delay or cut entirely, and review the questions which will help frame a proposed series of policy discussions for the Board this spring.

In spite of the obvious difficulties the measure poses, our managers and elected officials have responded with good humor, creativity, and rigor. They are asking tough questions of themselves and those who work for and with them. We applaud their professionalism and dedication to delivering good service to the public.

- c. Sheriff
- District Attorney
- Department Managers
- Portland City Council
- Mayors of Gresham, Wood Village, Troutdale, Fairview
- County Union Presidents
- John Legry, Citizen Involvement Committee



ASSUMPTIONS

Assumptions are necessary to begin to build a plan. It is possible that State legislative action or court decisions could change the current situation therefore requiring revised assumptions and plan modifications.

AMOUNT OF REVENUE

1. **Ballot Measure 47 will be implemented**, resulting in reductions from our projected 1997-8 revenues and services of approximately \$40,000,000.
2. **We cannot reliably anticipate significant replacement revenue** during 1997-8. If replacement revenue does appear, we will consider restoration packages to the proposed budget.
3. **Legislative action will not restrict local control** in defining "public safety" and "education" or in deciding how revenues are distributing among local taxing authorities. Therefore, we will continue to share the property tax revenue in the same proportions as the taxes imposed under Measure 5 with the cities, schools, and other taxing jurisdictions (as adjusted for the OTO contributions to the schools).
4. **We will need to forward a vote on new and existing fees to the voters**, probably on **May, 20, 1997**, both to confirm existing fees and, in some cases, to make services more fee supported. (The deadline for the March 11 ballot is probably January 9. The deadline for May 20 is probably March 20.)

THIS FISCAL YEAR'S ACTIONS

1. We will hold a number of **positions vacant and stop a number of programs** in order to build a **larger than normal year end balance**. Position vacancies will be maximized through a required **hiring review**. Throughout the spring we will update the Board on the vacancy list. The actual net savings will be difficult to predict because the savings may be offset by other unanticipated expenses or needs to backfill with overtime or temporary employees. However, we expect these actions to increase our ending balance by approximately \$6,000,000. (See attached listing for details)
2. The year end balance could ease the transition out of services for employees by enabling us to **accomplish the downsizing more through retirements and voluntary leaves rather than layoffs**. The one time only resource could also assist **relocation of facilities** to sites which will require remodeling and equipment purchases. One time only resources could be used to **purchase or pay off capital items** that enable us to operate more efficiently that may be currently paid for over several years.
3. We will begin seeing **layoff notices of existing employees as early as late December, 1996**.

HOW REDUCTIONS WILL BE MADE

1. We will be guided by the Vision of Multnomah County, as developed by the Board of County Commissioners this fall . (See attached) We want to **maintain services and frame new service approaches** that help us accomplish strategies which advance our long term benchmark outcomes of **children out of poverty, school completion, and reducing crime**. (See attached)
2. The County should make **several major strategic decisions** about programs or responsibilities it will no longer pursue rather than making across-the-board cuts that will compromise the quality of all of our services. **We should do what we do well.** We should focus on **what we want the County to look like in July, 1998**, recognizing that many of the changes we will undertake will take longer than six months to fully implement.
3. We should attempt to **minimize the impact on citizens who are least able to bear the loss of services.**
4. The Board should schedule sufficient time this winter to **analyze different levels of service cuts in these areas** and work with our partners in the public and non-profit arenas to discuss strategies in to minimize the impact on citizens where possible.
5. **We should not ask employees to shoulder the burden** of these reductions through another wage freeze which offers no long term revenue solution and undermines morale and retention. (In addition, BM47 will not automatically trigger a contract reopener, so even discussing a wage freeze would have to be agreed to voluntarily by the unions.) We will need to **maintain our investments in employee support and training** if we are to maintain high quality work in the areas we choose to continue to fund.
6. We need to **brief citizens about the choices we all face and involve them in discussions** about what they want their governments to look like and how they should be focused.

GOVERNMENT RESTRUCTURING, PHILOSOPHY AND FINANCING

1. We need to reexamine **how we are structured as a government** and how we do business, even if the short term savings are minimal. These efforts will take longer than six months to complete in most instances. Some of these efforts will focus on consolidations of services with other local jurisdictions. We should consider all options in this arena.
2. We need to be looking again at **how we do business with our partners in the community and with state and other local governments**, and moving away from control more in the direction of **shared accountability** based on mutually agreed upon outcomes.
3. We need to continue to invest in and research approaches to help our employees work smarter and more efficiently. **Information technology investments** should remain a priority.
4. We need to work in collaboration with our citizens to develop approaches for **long term tax reform**.

LEGISLATIVE STRATEGY

1. We will advocate for **replacement revenue** for local jurisdictions.
2. We will advocate for **changes in laws and administrative procedures** which will help the county work better and more efficiently. These include simplification of monitoring requirements for state funded programs administered at a local level, vote by mail, and rewriting assessment and taxation and local budget laws.
3. We need to urge **adequate funding of state funded areas that directly impact the county** (e.g. K-12 education, 1145, mental health, Oregon Health Plan) in a way that does not make local jurisdictions worse off financially as a consequence.

MULTNOMAH COUNTY
VISION, VALUES AND LONG TERM OUTCOME BENCHMARKS

Multnomah County Vision Statements

- * Increase Sense of Personal Opportunity & Success
- * Increase Sense of Safety and Security
- * **RESULTS Roadmap:** The people of Multnomah County will receive excellent quality, customer-focused service, and a good value for their tax dollars. Multnomah County employees will have an excellent place to work."

Underlying Values for Multnomah County Government

- * **Integrity:** We strive to be honest and fair in all our dealings.
- * **Responsiveness:** As stewards of the public trust, we respect our citizens and work with them as partners. We are consistently open and accessible. Moreover, we actively seek opportunities to involve citizens meaningfully in decision-making.
- * **Vision:** We are guided by a vision of a community in which:
 - people live without fear of their personal safety;
 - basic health needs are met;
 - the natural environment is valued and preserved;
 - workers find well-paying jobs which fully-use their skills; and
 - responsible business and industries flourish.
- * **Quality Of Service:** We provide effective services by using limited resources wisely. Specifically, we emphasize integrated services, preventive approaches and innovation.
- * **Fiscal Responsibility:** We recognize that we are spending other people's hard earned money. We manage carefully the funds entrusted to us.
- * **Accountability:** We earn the respect of citizens by providing full information about our goals, programs, and the standards by which we expect our performance to be evaluated.
- * **Teamwork:** We cooperate enthusiastically with one another, with other governmental units, and with the private sector because we believe this makes us all more effective.
- * **Diversity:** We honor and celebrate differences as sources of strength.
- * **Respect For Employees:** County employees are skilled and committed professionals. One important role of elected officials and senior managers is to provide employees with the support they need to do the best job they can.

Long Term Outcome Benchmarks

- * Reduce Children in Poverty
- * Increase School Completion With Life Skills Equivalency.
- * Reduce Crime.

October 16, 1996

BOARD POLICY DISCUSSIONS

Here is a proposed schedule of Board deliberations. The discussions will provide the opportunity for more in-depth Board and community discussion of options early in the process. The purpose of these discussions is not to reach a definite budget decision but to frame the major issues which will drive our deliberations and develop understandable options for decisions in the spring.

DATE	TOPIC FOR DISCUSSION
During January	<ul style="list-style-type: none"> Community meetings
January 14	<ul style="list-style-type: none"> What are the budget and policy implications of no longer being the Local Mental Health Authority and of full integration of mental health into the Oregon Health Plan? How should we subsidize state funding in this area?
January 21	<ul style="list-style-type: none"> How can we reduce property tax support for libraries while maintaining quality and minimizing access issues for our citizens? What combination of branch closures, reduced hours, and reduced services is minimally acceptable?
January 28	<ul style="list-style-type: none"> For what current and/or increased fees do we need voter approval? How can we re-examine internal support services to operate more cost efficiently?
February 4	<ul style="list-style-type: none"> As we reduce general fund support to the primary care clinics, how can we minimize client impact? What will be the impact of: <ul style="list-style-type: none"> Advocating for assistance from an expanded Oregon Health Plan and from the local health maintenance organizations? Operating a fee supported enrollment plan? The state using the cigarette tax for expanded eligibility?
February 11	<ul style="list-style-type: none"> How can we rethink how we provide Community Corrections services to enable them to operate with a smaller general fund subsidy to the state appropriation?
February 25	<ul style="list-style-type: none"> What is the impact of delaying the operation of the new levy funded jail and alcohol and drug facilities until new revenue is found? Should construction proceed?
March 4	<ul style="list-style-type: none"> How can we restructure Assessment & Taxation in light of BM47? How can Animal Control operate without general fund support? What changes can we make in our facilities capital plan and maintenance schedules to save general fund dollars? Do service reductions dictate consolidating facilities?
March 11	<ul style="list-style-type: none"> How will focusing on school based services change our service provision and enable us to make progress in meeting the school completion benchmark? How can changing our contracting and evaluation process with community non-profits assist in our school and community-based provision of services?
March	<ul style="list-style-type: none"> Final preparation of Chair's budget
April-May	<ul style="list-style-type: none"> Review of Departmental budgets
June	<ul style="list-style-type: none"> Budget Adoption

OTHER POLICY ISSUES:

Other important policy issues with a smaller general fund reductions at stake:

1. How can we reduce funding to **corrections health** while maintaining a legally acceptable level of service?
2. How should the **Sheriff's operations** be restructured?
3. What is the impact of closing a **unit at Juvenile** and supervising/treating more juveniles in community sanctions? How can the detention reform effort be maintained?
4. How should we weigh the impact of closing **Senior Service Centers** against the impact of reductions to programs for the more vulnerable elderly population?
5. What would be the impact of discontinuing the **neighborhood prosecutor** program? If not discontinued, how could the neighborhood prosecutors help Juvenile and Community Corrections deal with reductions in community supervision resources?
6. What reorganization of **housing** functions enable us to maximize our efforts on providing quality services to those populations served by low income housing?
7. How do we prioritize **school assistance programs** funded one-time-only that directly relate to our school completion benchmark?

	Property Tax Revenue millions	Major Areas to Discuss for Possible Reductions	Other Areas to Discuss for Possible Reductions	Areas to try to avoid cuts	Fee/Revenue Opportunities	Rationale for Approach	Special Challenges
ASD	2.077	<ul style="list-style-type: none"> • Senior Service Centers (with Portland) 	<ul style="list-style-type: none"> • Transportation • Meal Sites 	<ul style="list-style-type: none"> • Public Guardian • Long Term Care • Adult Care Home Regulation 	<ul style="list-style-type: none"> • Adult Care Homes? 	<ul style="list-style-type: none"> • Protection of Services to most vulnerable populations • Avoid cuts which reduce federal & state matches 	<ul style="list-style-type: none"> • Examine state requirements
CFSD	14.009	<ul style="list-style-type: none"> • Adult Mental Health 	<ul style="list-style-type: none"> • DD Case Mgmt. • Community Action 	<ul style="list-style-type: none"> • Prevention & early intervention services • Family & community based resource centers • Children's mental Health • Information technology 		<ul style="list-style-type: none"> • Greatest long term benefit in good prevention/community based work with children and families 	<ul style="list-style-type: none"> • Developing community based contracting and evaluation model • Developing services available in Family & Community Resource Centers • Changes in state regulations • Advocating best long term managed care system for mental health
DCC	6.056 + new levy for A/D	<ul style="list-style-type: none"> • Intensive case mgmt. • New A&D facilities • Work Release 	<ul style="list-style-type: none"> • Administration • General service reductions (Staff and contracts) • STOP 	<ul style="list-style-type: none"> • Treatment services • Women's Transition Svcs. 	<ul style="list-style-type: none"> • Expanded casebank from supervision fees • Better collection of existing fees 	<ul style="list-style-type: none"> • Targeting resources & supervision where most cost effective 	<ul style="list-style-type: none"> • 1145 implementation • How to spend bond proceeds for IS • Expanding community based corrections approaches • Pretrial reductions from state
DES	8.480	<ul style="list-style-type: none"> • A&T /appraisals • Animal Control • GF Support • CIP Projects 	<ul style="list-style-type: none"> • Elections 		<ul style="list-style-type: none"> • Animal Control (fees & foundation) • Planning • A&T 	<ul style="list-style-type: none"> • 47 changes the need for physical reappraisal • Opportunities for greater fee support • Need to rethink service locations 	<ul style="list-style-type: none"> • Rewriting state laws on tax appraisal and collection • Change elections law to vote by mail
Health	23.090	<ul style="list-style-type: none"> • Primary Care health & dental • Corrections Health • 		<ul style="list-style-type: none"> • Disease Prevention (TB, STD, HIV) • Neighborhood Access Clinics • School Based Health • Field Services 	<ul style="list-style-type: none"> • Enrollment system for non-OHP clients 	<ul style="list-style-type: none"> • Opportunities in primary care with OHP, OHSIC, enrollment system 	<ul style="list-style-type: none"> • Cigarette tax • Discussions w/OHSIC • Continuing loss of federal \$\$ • Coordination with mental health

	Property Tax Revenue millions	Major Areas to Discuss for Possible Reductions	Other Areas to Discuss for Possible Reductions	Areas to Try to Avoid Cuts	Fee/Revenue Opportunities	Rationale for Approach	Special Challenges
DJJ	9.900	<ul style="list-style-type: none"> Unit of detention 	<ul style="list-style-type: none"> Flexible funds Dependency work 	<ul style="list-style-type: none"> Most of detention Community based work with families Information technology 	<ul style="list-style-type: none"> Selling additional beds? Billing Medicaid in sex offender unit? 	<ul style="list-style-type: none"> Policy of moving toward greater use of community based sanctions and services 	<ul style="list-style-type: none"> Final assumption of responsibilities under Casey initiative Expanding effective diversion Working with DA and DCC on charging practices and interpreting BM 40
Library	18.540	<ul style="list-style-type: none"> Branches Hours Books 	<ul style="list-style-type: none"> Expansion of day care services Parkrose? 	<ul style="list-style-type: none"> Central, Midland, Gresham as full service libraries Information technology 		<ul style="list-style-type: none"> Maintain quality product in fewer locations Branch closures based on usage and geography 	<ul style="list-style-type: none"> Decisions on use of bonds and where to remodel Dealing with impact of immediate layoffs
DSS	6.580	<ul style="list-style-type: none"> Internal county rates for insurance 	<ul style="list-style-type: none"> Self insurance Budget Employee services 	<ul style="list-style-type: none"> Finance IS 			<ul style="list-style-type: none"> Examine how internal service reimbursement rates are set Centralize/de-centralize IS decisions Options w/Portland on efficiencies in IS, purchasing How to provide HR services Year 2000 IS costs Reexamine how training provided
MCSO	38.160 + new levy	<ul style="list-style-type: none"> New jail Operations 	<ul style="list-style-type: none"> Food services Corrections services and support 	<ul style="list-style-type: none"> Core jail capacity Basic patrol 		<ul style="list-style-type: none"> Maintain emphasis on corrections 	<ul style="list-style-type: none"> 1145 implementation Decisions on how to spend bonds for facilities and IS, including siting issues
DA	7.100	<ul style="list-style-type: none"> Neighbord prosecutors 	<ul style="list-style-type: none"> Support enforcement Prosecution of lower level crimes 	<ul style="list-style-type: none"> Basic prosecution 		<ul style="list-style-type: none"> Maintain current prosecution standards Reevaluate prosecution in light of possible changes in levels of local law enforcement 	<ul style="list-style-type: none"> How to assist corrections, community corrections, juvenile to maintain same or larger caseloads w/fewer personnel Development of community courts Agreement on use of BM 40
Nond	6.515		<ul style="list-style-type: none"> Special programs 				<ul style="list-style-type: none"> Examine funding support for all Boards and Commissions

IMPACT OF VACANCIES AND PROGRAM DEFERRALS

Attached is a detailed list of the vacancies which Departments and Elected Officials will hold open for the remainder of the year and programs which will be deferred or eliminated. Final decisions on most of these items will be made as part of the spring budget process, but these actions now should add almost \$6,000,000 to our ending balance and start the County's response to BM 47.

Major actions include:

Library:

- **no expanded hours** in the branches (or in Central when it reopens)
- **reduction in the purchase of books and materials**
- **deferral of Parkrose School partnership**
- **deferral of assistance to family day care providers**

Sheriff:

- **closing the jail work crew annex (45 beds)**, pending siting decision on Inverness
- **reduction in non-revenue generating jail work crews**
- **reduction of Close Street Supervision program**

Health:

- **limiting new non-Oregon Health Plan patients in our primary care clinics**
- **no expansion of neighborhood health programs**
- **elimination of drug affected babies pilot project**

Community Corrections:

- **stopping the work release program** following loss of facility
- **stopping the intensive case management program**

Community and Family Services:

- **stopping new initiatives**
 - * **no services for 3 to 5 year olds in Parent Child Development Centers**
 - * **no expansion of mental health services to Head Starts**
 - * **no expansion of ability to respond earlier to potential child abuse situations**
 - * **reduced expansion of domestic violence out of shelter services**

Environmental Services:

- **delay/deferral in capital improvement projects**

Aging Services:

- **deferral of further work on Intergenerational Projects**
- **deferral of continuing County supplement to Loaves and Fishes** (impact probably not felt until after July 1, 1997)

Juvenile Services:

- **reduction in counseling services**

Administration/Support:

- **reduction in administration/clerical/support services throughout organization**

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1996-97 Savings - Summary

Department	1996-7 Savings from Positions Held Vacant	1996-7 Savings from Programs Delayed or Stopped	Total estimated savings
Aging Services	86,900	97,952	184,852
Community and Family Services	174,343	643,280	817,623
Community Corrections	20,000	917,000	937,000
District Attorney	None at this time.	None at this time	0
Environmental	604,594	None at this time	604,594
Health	374,617	200,479	575,096
Juvenile	99,280	None at this time	99,280
Library	None at this time.	861,440	861,440
Sheriff	554,469	1,161,137	1,715,606
Nondepartmental	20,000	None at this time	20,000
Support Services	148,055	None at this time	148,055
Total	2,082,259	3,881,288	5,963,547
Capital Improvements	1,403,000	None	1,403,000
Projects deferred. Money may be used for other projects later, for these projects, or for costs associated with program shutdown next year.			

Note: the impacts listed above are departmental estimates of the savings from the actions they plan to take. These numbers should be treated with caution in that they may account for savings that would otherwise have been available (since all turnover causes some underspending, for example), and in that other expenditures may be above budget either as a result of some of these actions (increased overtime, need for contractual help, etc.,) or despite these actions.

1996-97 Savings - Aging Services

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Community Access Services					
	Intergenerational 0.5 Program Development Specialist	1/1/97	11,972	23,943	Ends intergenerational program
	Adult Care Home Activities Coordination 0.5 Program Development Specialist	1/1/97	6,704	13,408	Ends Adult Care Home Activities Coordination (Note: Position is funded in part with Medicaid funds; loss for half year is \$9,577; loss for full year is \$19,154.)
Central ASD Administration					
	Data Administrator	1/1/97	26,731	53,462	Twelve months of the 18 months available funding will be saved.
	Data Analyst	1/1/97	23,454	46,908	Between the two MIS positions this will slow application development, training, etc., for the department.
	Program Manager (Deputy Director)	10/1/96	18,039	24,052	Position is funded 30% County funds; remainder of funding is federal funding. Impact will be increased responsibilities among remaining management staff.
Total			86,900	161,773	

1996-7 Savings - Aging Services

Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
Community Access Services					
	Intergenerational Contracts	7/1/96	39,000	39,000	Ends intergenerational prgram. Contracts had not been let for FY 1997
	Loaves and Fishes Add Package	1/1/97	58,952	117,903	Reduces number of meals for seniors by about 16375 in FY 1997; by 32,750 in FY 1998.
Total			97,952	156,903	

1996-97 Savings - Community and Family Services

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Behavioral Health					
	.50 MH Consultant	01/01/97	\$12,364	\$24,728	Reduced ability to leverage funds from other sources via community provider.
	1.0 Office Assistant	01/01/97	\$18,336	\$36,672	Reduced clerical support to six staff who will need to pick up the workload themselves.
	Senior				
	1.0 A&D Eval Specialists	03/01/97	\$11,288	\$45,150	Health Dept planned elimination of Drug Affected Babies program will eliminate 1.0 FTE CGF funded A&D Evaluation Specialist in addition to 1.0 FTE A&D Eval Specialist funded by the linkage grant which is due to expire.
	.90 MH Consultant	01/01/97	See Notes	See Notes	Note: Amount of savings captured in Program Delay worksheet
			\$41,988	\$106,550	Behavioral Health Subtotal
Community Action and Development					
	1.0 Prog Dev Technician	01/01/97	\$19,576	\$39,151	Will need to use higher level staff to perform required grant reporting function. This will be an inefficient use of staff resources.
	.25 Prog Dev Spec	01/01/97	See Notes	See Notes	Note: Amount of savings captured in Program Delay worksheet
	1.0 Weatherization Spec	01/01/97	See Notes	See Notes	Note: Amount of savings captured in Program Delay worksheet
	.25 Prog Dev Spec	01/01/97	See Notes	See Notes	Note: Amount of savings captured in Program Delay worksheet
			\$19,576	\$39,151	Community Action and Development Subtotal

1996-97 Savings - Community and Family Services

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Developmental Disabilities					
	1.0 Prog Dev Tech	01/01/97	\$19,576	\$39,151	Clerical and other duties to be assumed by existing case management staff, affecting their ability to provide more skilled services to people with developmental disabilities and their families.
	1.0 Case Manager 2	01/01/97	\$21,635	\$43,270	Increases service ratio of Service Coordinators in unit that exclusively serves individuals on the "wait list" and their families - individuals with developmental disabilities lose access to jobs, housing, etc.
	.50 Case Manager 2	01/01/97	\$10,818	\$21,635	Increases service ratio of Family Consultants in unit that serves children age birth to 16 and their families - will decrease our ability to help families access needed services such as housing, therapy, after school supports, in-home services, etc.
	1.0 Case Mgmt Asst	01/01/97	\$14,780	\$29,559	Increases workload for all Family Consultants/Service Coordinators as this position provides a variety of clerical and direct service supports for individuals with developmental disabilities and their families.
	.50 Prog Dev Spec	01/01/97	\$11,601	\$23,201	Position is directed at improving County relationships with the foster care provider community while assisting providers to better meet the needs of their residents with developmental disabilities - will directly affect improved service provision.
	1.0 Prog Dev Spec	01/01/97	\$28,227	\$56,454	Loss of coordination for in-house psychiatric clinic that addresses the lack of psychiatric resources for individuals with developmental disabilities. Loss of coordination for Behavior Intervention Committee that combines the expertise of consumers and professionals in a technical assistance and oversight role related to behavior intervention plans in funded services. Loss of diagnosis/evaluation/eligibility coordination.
			\$106,635	\$213,270	Developmental Disabilities Subtotal

1996-97 Savings - Community and Family Services

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Resource Management					
	0.4 Office Assistnt 2	01/01/97	\$6,145	\$12,290	Reduces clerical support for department wide activities which will need to be picked up by management staff or just not get done.
			\$6,145	\$12,290	Resource Management Subtotal
<hr/>					
Total			\$174,343	\$371,261	

1996-97 Savings - Community and Family Services

Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
Behavioral Health					
	Family Advocates/Intervention	04/01/97	\$40,000	\$75,000	Effectiveness of Mental Health Consultants in responding to children in child abuse situations will be seriously reduced and not be able to bridge the service gap to address the need.
	Mental Health Head Start - .90 FTE for FY 96/97 and 1.80 FTE for FY 97/98	01/01/97	\$54,047	\$108,094	Eliminates expansion of current mental health services for Head Start to Portland Public Schools and Gresham Migrant Head Start.
	Family Involvement Coordinator	07/01/96	\$16,380	\$16,380	Eliminates professional services funds for contract with parent advocate.
			\$110,427	\$199,474	Behavioral Health Subtotal
Child, Youth and Family					
	Girls Empowerment	04/01/97	\$70,000	\$140,000	Hampers County implementation of House Bill 3576.
	Family Center/PCDS Expansion	01/01/97	\$237,000	\$475,000	Will not expand PCDS services to 3 - 5 year olds at all Family Centers or birth - 3 year-olds at the Asian Family Center
	Sexual Minority Youth	07/01/96	\$20,000	\$20,000	Will not begin new program for sexual minority youth network which will hamper system development and service integration.
			\$327,000	\$635,000	Child, Youth and Family Subtotal
Community Action and Development					
	Community Leadership Institute	01/01/97	\$25,000	\$50,000	Will not begin Community Leadership Institute/Parent Advocacy program at Head Start Centers
	Sustainable Habitat: Lead Removal Project, 1.0 Weatherization Spec, 0.25 Prog Dev Spec	01/01/97	\$80,853	\$80,853	Will not fill positions (\$54,707), but will use temporary funds to hire welfare recipients to perform job tasks, to be supervised by current staff. Will also reduce hands on training necessary for worker certification.
			\$105,853	\$130,853	Community Action and Development Subtotal

1996-97 Savings - Community and Family Services

Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
Resource Management					
	Domestic Violence : Out of Shelter Services	07/01/96	\$100,000	\$225,000	Will proceed with RFP for Domestic Violence Out of Shelter Services but will contract for a reduced level of Out of Shelter services at community based organizations.
			\$100,000	\$225,000	Resource Management Subtotal
Total			\$643,280	\$1,190,327	

1996-97 Savings - Community Corrections

December 1996

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Admin	OA Sr.	12/31/96	20,000	37,000	spread work over office/use some temp help
Total			20,000	37,000	

1996-97 Savings - Community Corrections Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
Work Release					
	Cut whole program-1PA, 3 PPO, 9 RS, 1 OA Sr	12/31/96	450,000	981,565	lost lease-will no longer be able to offer this program-staff will be assimilated into other offices, if possible.
Intensive Case Mgmt.					
	Cut Program as known today-1 PA, 11 PPO, 2 OA2	2/1/96	392,000	926,126	200 cases will be absorbed back into general caseload. Transfer some staff to 1145 program, others into other vacancies.
Admin					
	Contracts	12/31/96	30,000	to be determined	discussion about further cuts to be held in January.
Forest Project					
	Transfer 4 slots to 1145 funding	2/1/96	45,000	100,000	
Total			917,000	2,007,691	

1996-97 Savings - District Attorney

December 1996

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
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None as of now.

**1996-97 Savings - District Attorney
Programs Delayed or Stopped**

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
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None as of now.

1996-97 Savings - Environmental Services

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Assessment & Taxation					
	Clerical Unit Supervisor	12/1/96	21,467	36,801	Operations workload shifted to Program Manager
	Office Assistant 2	12/1/96	16,017	27,457	Increased backlog in processing records
	0.33 Systems Administrator	12/1/96	26,966	80,898	Delay in System Migration
	0.33 Programmer	12/1/96	21,667	65,001	Delay in System Migration
	Analyst Sr				
	0.17 Computer Operator	12/1/96	6,712	40,272	Delay in System Migration
	Lead				
	0.5 Fiscal Specialist 1	12/1/96	18,401	36,801	Critical fiscal work performed by managers
	Data Entry Operator	12/1/96	16,610	28,475	Time delays & backlog in records indexing
	0.33 Data Analyst	12/1/96	15,859	47,577	Delay in System Migration
	Appraisal Specialist	12/1/96	21,467	36,801	Potential revenue loss in Person Prop. Appraisal
	0.5 Office Assistant Sr	12/1/96	16,678	33,356	Increased backlog in processing Exemptions
	Data Analyst	12/1/96	25,319	43,404	PC/LAN administration backlog in Tech Support
	Operations Administrator	12/1/96	27,200	46,629	Operations workload shifted to Program Manager
A & T Total			234,363	523,472	
Animal Control					
	Animal Care Technician	12/1/96	17,935	30,746	Shelter workload increases
Elections					
	Office Assistant 2	10/1/96	20,593	27,457	Elections workload increases
Facilities & Property Mgt					
	2 Electrician	10/1/96	88,948	118,598	Longer response times
	Custodian	10/1/96	25,463	33,951	Covered by contractor
	2 Plant Maintenance Engineer	10/1/96	71,448	95,266	Longer response times
	3 Construction Project Specialist	10/1/96	97,659	130,212	Delayed project start-up
	Construction Project Technician	10/1/96	26,974	35,966	Delayed maintenance
Facilities & Property Mgt Total			310,493	413,993	

1996-97 Savings - Environmental Services

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Transportation & Land Use					
	Maintenance Worker	11/1/96	21,211	31,816	Workload increases
Totals			604,594	1,027,484	

Note that Facilities & Property Management positions and the position in Transportation will not have direct savings in the General Fund.

1996-97 Savings - Environmental Services

Programs Delayed or Stopped

December 1996

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
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None as of now.

1996-97 Savings - Environmental Services

December 5, 1996

Facilities CIP Projects Delayed/Deferred

CIP Project	Effective Date	FY96-97 Uncommitted	Service Impact
Note: the following projects are delayed and deferred for 1996-97. They may be done in next fiscal year, or other projects may be funded with the money saved from these deferrals. The savings are not currently assumed available for other purposes			
1 MCCF Roof & Seismic	12/01/96	\$ 260,000	Multiple leaks have been bothering occupants, degrading walls and damaging wood
2 MCCF Holding/Armory	12/01/96	\$ 78,000	roof structure. Temporary repairs made to get thru Winter after bids came in over budget.
3 MCCF Electrical & Alarms	12/01/96	\$ 33,000	Dan Oldham asked to hold projects #1 -4, pending site selection for new jail.
4 MCCF Exterior Doors	12/01/96	\$ 10,000	If no potential there to accommodate abandonment of MCCF, roof should be funded again next year. Programmatic requests will be re-evaluated by the Sheriff's Office
5 Jury Boxes	12/01/96	\$ 67,000	This has been on hold per Jerry Cooper pending anticipated lease of Solomon Courthouse. If we don't enter into a lease, Courts will request this project again.
6 Ford Bldg Freight Elevator	12/01/96	\$ 155,000	Project could be deferred—we can put a Hazard warning sign on the doors and continue repairs, as necessary.
7 Yeon HVAC Control	12/01/96	\$ 175,000	If deferred, we will continue to have high maintenance costs and complaints about exhaust gases in offices.
8 Animal Control Roof	12/01/96	\$ 125,000	Various leaks into wood structure. The project should not be deferred long, but the roof is not as bad as MCCF's yet.
9 Animal Control Waste Pipe	12/01/96	\$ 250,000	Pipe capacity/blockage problems have been reduced by new cleaning protocol. Division Manager wants to use funds to address poor HVAC system.
10 An.Cont Large Animal Barn	12/01/96	\$ 49,000	Long-planned barn for horses/cows would save staff time, but could be deferred again. "Pig Farm" Buildings no longer usable.

1996-97 Savings - Environmental Services

December 5, 1996

Facilities CIP Projects Delayed/Deferred

CIP Project	Effective Date	FY96-97 Uncommitted	Service Impact
11 Kelly Bldg Water Pipe	12/01/96	\$ 13,000	Main water feed/valves run directly above main electrical panels-- potentially very hazardous, but could be deferred. This has been an existing condition.
12 Kelly Bldg Sismic Bracing	12/1/96	\$ 28,000	An ISD request to stabilize raised floor to protect Mainframe in case of a quake. Could be deferred, this has been an existing condition
13 GNC Structural Study	12/1/96	\$ 140,000	On notice from Gresham to repair or "get out." Health and Aging uncertain. We need to ask Gresham for more time to defer project
14 Strategic Space Plan-Phase 3	12/1/96	\$ 20,000	Next steps could remain uncertain through end of FY96-97. If we need to work on plan, we will need to do Phase 3 work in-house.
Total		\$ 1,403,000	

1996-97 Savings - Health Department

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Disease Control					
	0.83 Administrative Secretary, Division Director's Office	Oct-96	30,245	36,294	Business Services Director will share clerical support with Disease Control through year.
	0.5 Office Assistant	Current	8,637	14,806	Support will be shared with Planning and Development through the fiscal year.
	1 Community Health Nurse, HIV Treatment	Current	37,144	63,675	Service capacity at clinic will be reduced.
Neighborhood Health					
	0.5 Community Health Nurse, EC Field	Current	16,267	27,886	Team caseload reduced equivalent of one nurse's case load.
	1 Community Health Nurse, NP Field	Jan-97	32,533	55,771	Team caseload reduced equivalent of one nurse's case load.
	0.1 Health Svcs Administrator, Whitaker Middle School	Jul-96	7,069	7,069	Current staff will assume load of planning and opening Whitaker MS
	1 Community Health Nurse, NE Field	Current	32,533	55,771	Team caseload reduced equivalent of one nurse's case load.
Dental Services					
	0.4 Dental Assistant, Mid County	Current	7,630	13,080	Customer service will be impacted; longer waits on phones, longer check in lines, etc.
	0.6 Dental Assistant, Gateway	Current	18,470	31,662	Customer service will be impacted; longer waits on phones, longer check in lines, etc.
	1 Dental Assistant, Gateway	Current	21,643	37,102	Customer service will be impacted; longer waits on phones, longer check in lines, etc.
Primary Care					
	0.5 Nutritionist	Current	10,014	17,168	Reduced services for WIC clients.
	0.5 Lead Family Nurse Practitioner	Current	24,174	41,442	Reduce the effectiveness of our internal medical supervision and QA program.
	0.8 Office Assistant, After Hours Triage	Current	12,084	20,716	Reduced clinical efficiencies and customer service.
	1 Office Assistant, West Side	Current	15,994	27,419	Reduced clinical efficiencies and customer service.

1996-97 Savings - Health Department

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
	0.5 Office Assistant, West Side	Current	8,637	14,806	Reduced clinical efficiencies and customer service.
	0.9 Community Health Nurse, NE Clinic	Current	25,096	43,022	Service capacity at clinic will be reduced.
	0.2 Community Health Nurse, NE Clinic	Current	9,036	15,490	Service capacity at clinic will be reduced.
Support Services					
	1 Purchasing Spec 1	Current	15,396	46,188	Hold open until March. Operational units will not be supported in purchasing.
	0.5 Office Assistant, Lab	Current	8,888	15,237	Reduced clinical efficiencies and customer service.
Business Services					
	0.8 Fiscal Specialist, Accts Payable	Current	25,614	43,910	Claims processing timelines will degrade.
	0.4 Office Assistant, reception, McCoy 7	Current	7,513	12,879	Public access will be limited on McCoy 7.
Total			374,617	641,392	

1996-97 Savings - Health Department

Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
Disease Control					
	Cut one clinical nurse, STD Clinic, and one Epidemiologist, Epi Program	Mar-97	14,167	98,300	STD/Epi unit cuts correspond with lower demand for STD services, following improvements in STD infection rates tied to changes in sexual behaviors related to the AIDS epidemic.
Neighborhood Health					
	Cut GF support for expansion of neighborhood access sites	Mar-97	75,000	300,000	Fund expansion through cuts in other Neighborhood Health programs.
Primary Care					
	Eliminate Drug Affected Babies Pilot Project	Mar-97	78,458	134,500	Note that one FTE, estimated at \$42,500, resides in CFSD.
Support Services					
	Eliminate central graphics function; replace with contract	Jan-97	7,854	15,708	Responsiveness to unit managers, health educators, and other customers reduced.
	Reduce general fund support for the immunization project.	Jan-97	25,000	50,000	Planned improvements in the immunization program will not be realized.
Total			200,479	598,508	

This is a tentative list, with changes expected to generally begin in March, and continuing into 1997-98.

1996-97 Savings - Juvenile Justice Services
Positions Held Vacant

December 1996

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Custody Services					
	Juvenile Justice Administrator	Now through March	26,900	66,617	postponement of administrative functions which are important but not urgent
Counseling					
	Juvenile Justice Manager	Now through March	20,000	67,409	postponement of administrative functions which are important but not urgent
	Juvenile Counselor	Now through June	26,190	44,898	increase in caseloads of other counseling staff
	Juvenile Counselor	Now through June	26,190	44,898	increase in caseloads of other counseling staff
Total			99,280	223,822	

1996-97 Savings - Juvenile Justice Services

Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
None as of now.					
Custody Services					
	Computer education		10,000 ?	10,000 ?	Restructuring to save money, some possible program impact. Estimates and explanation will be forthcoming at a later date.

1996-97 Savings - Library

December 1996

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
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None as of now.

1996-97 Savings - Library Programs Delayed or Stopped

Division	Cut In Program/Position	Effective date	1996-7 Savings Annual Amount	Service Impact
Support Services				
	Reduced library materials purchases	12/1/96	300,000	This is a 20% reduction in spending for the remainder of this fiscal year.
Sys. Public Svcs				
	Juvenile Justice Outreach; 1.00 Library Outreach Specialist	1/1/97	1,780	Delay or refuse grant project awarded jointly to Library and JJD; position funded by grant (\$\$ reflects Library's inkind contribution).
Central Library				
	Added hours for April reopening; various positions	1/1/97	200,000	Budget calls for Central to open an additional 10 hours/week when Central re-opens. These new hours would not be added. Staff needed to accomplish this will not be hired.
Comm. Services				
	Joint Project with Parkrose	12/1/96	63,660	Delay joint use library project with Parkrose High School. (Opening day collection [\$250,000 paid from bond funds] will not be selected.)
	Added hours at library branches; various positions		\$237,000-\$296,000	Added hours at branch libraries began in October as per levy election last spring. We will roll back these hours beginning January 1, 1997. Total savings depend on how quickly layoff process can be completed. About 30 full and part time staff are affected
Total			802,440	
			861,440	

1996-97 Savings - Sheriff

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
Enforcement					
	2 Deputy Sheriffs	01/01/97	65,668	131,336	Training and Civil will be reduced
Facilities					
	8 Corrections Deputies	01/01/97	197,228	394,456	Positions will not be available to fill posts which will generate overtime (unless program cuts are made)
Programs					
	3 Corrections Counselors	01/01/97	63,653	127,306	Slower response to inmate requests/fewer "group sessions"
	0.5 Corrections Technician	01/01/97	9,192	18,384	Slower service/increased workload for remaining staff
Enforcement					
	Facility Security Officer	01/01/97	16,859	33,718	No facility security coverage for visitations at the Work Crew Annex
	Civil Deputy	01/01/97	20,372	40,744	Slower process service
Services					
	2 Data Analysts	01/01/97	46,640	93,280	Slower service/delayed LAN installations at Inverness and the Justice Center
	Sheriff's Operations Tech. Supervisor	01/01/97	20,077	40,154	No night shift supervision/increased workload and increased liability
	Sheriff's Operations Tech.	01/01/97	16,846	33,692	Slower service/increased workload for remaining staff
Programs					
	2 Corrections Records Tech. Supervisors	01/01/97	41,769	83,538	Reduced supervision/increased workload and increased liability
	Corrections Records Tech.	01/01/97	17,448	34,896	Slower service/increased workload for remaining staff
	2 Office Assistant 2s	01/01/97	30,974	61,948	Reduced clerical support, may result in overtime to complete functions/payroll
	0.5 Case Management Asst.	01/01/97	7,743	15,486	Reduced clerical support for the In-Jail Intervention Program
Total			554,469	1,108,938	

1996-97 Savings - Sheriff Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
Facilities					
	Non-contracted work crews/6 Corr. Deputies moved to offset OT*	01/01/97	250,874	501,747	No work crew services except for revenue producing jobs
	Work crew annex/8.42 Corr. Deputies moved to offset OT*	02/01/97	293,381	586,762	45 fewer jail beds
	cut food, supplies, etc.	02/01/97	34,280	68,559	
	Gresham Temporary Hold/2.82 moved to offset OT*	01/01/97	72,443	144,886	Increased transport time for MCSO and East County cities
	Work In Lieu of Jail Program/Overtime, food, supplies, motor pool	01/01/97	49,792	99,584	Closure of this jail alternative
	Cut staff meals in the facilities	01/01/97	96,277	192,554	Reduced employee benefits (decision requires union notice)
Programs					
	Close Street Supervision/3 Corr. Deputies & 1 Corr. Sergeant moved to offset OT	01/01/97	125,437	250,874	Measures 11 and 40 dramatically affect caseloads
Professional Dev.					
	Recruiting/Corr. Sergeant and Backgrounder moved to offset OT	01/01/97	94,826	189,652	Halt enhanced recruiting efforts for SB1145 hiring
Executive					
	Public Information Officer/move to offset OT	01/01/97	41,812	83,624	Reduced ability to respond to media inquiries
All					

1996-97 Savings - Sheriff Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
	Reduce materials, services and equipment purchases	01/01/97	100,000	200,000	No replacement of outdated items, no new purchases, increased repair costs
<hr/>					
Enforcement	Eliminate seven motorcycles (and review remainder of fleet needs)	01/01/97	2,016	4,032	No motorcycle patrol services
<hr/>					
Total			1,161,137	2,322,274	

* Items need to be reviewed carefully by the Board. Action may result in serious community impact.

Note - above commitments will seriously impact our ability to internally deal with about \$300,000 of unbudgeted liabilities we expect to incur this year. Also, we are assuming that the Board will fund our budget modifications for the First Responder settlement and the Corrections Records staff reclasses.

1996-97 Savings - Nondepartmental

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
MCCF	Communications Coordinator	1/1/96	20,000	40,000	Preliminary estimates. Impact and estimates will be forthcoming at a later date.
Total			20,000	40,000	

**1996-97 Savings - Nondepartmental
Programs Delayed or Stopped**

December 1996

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
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None as of now

1996-97 Savings - Support Services

Positions Held Vacant

Division	Position Held Vacant	Effective date	1996-7 Savings	Annual Amount	Service Impact
ISD	Programmer Analyst 2		38,002	50,867	Implementation of GIS technology for the county is delayed. One position would be maintained for implementing this technology and a partnership established with METRO who is currently a leader in the use of GIS.
	Data Analyst		46,682	62,242	D.P. funding, current critical work is being done by other staff. Position is not GF, but dollars in will translate into savings for users.
	Programmer Analyst /Senior		33,371	44,669	Reduces staffing available for the county wide data model which results in a longer timeframe for identifying, protecting, and expanding access for existing data systems. Workload will be assumed by two remaining staff.
Budget and Quality	Budget Analyst	1/1/97	30,000	60,000	Reduces capacity to prepare full range of budget narrative documents, does not jeopardize legal compliance.
Total			148,055	217,778	

Note that Data Analyst position will not produce direct savings in the General Fund.

1996-97 Savings - Support Services

Programs Delayed or Stopped

Division	Cut in Program/Position	Effective date	1996-7 Savings	Annual Amount	Service Impact
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None as of now.

SHARRON KELLEY
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District 4



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MULTNOMAH COUNTY PUBLIC SAFETY FACT SHEET

I. Current Multnomah County Jail System

Multnomah County currently operates 1460 jail beds

Justice Center	- 476
Inverness	- 604 (including 45 at the annex which will close as part of the initial Measure 47 cuts)
MCCF (Troutdale)	- 190
Restitution Center	- 120
Courthouse Jail	- 70

II. Current Demands on the Multnomah County System

*In 1995, the County matrixed out 3775 offenders.

*In 1996, the County has matrixed out 3,382 offenders through November, with about 3,690 projected as the year-end total

*In 1995, Multnomah County had 117,532 criminal offenses reported, which is about 25 percent of the state total of 471,515. For index offenses (murder, rape, robbery, aggravated assault, burglary, larceny, auto theft and arson), Multnomah County had 63,355, which is about 30 percent of the statewide total of 208,759.

*In 1995, there were 42,288 total bookings (including each booking of offenders with multiple bookings).

*60 - 70 percent of our current jail population are addicts;

*In 1995, there were 1554 offenders with psychiatric alerts (unduplicated count) who were booked into Multnomah County jails.

III. New Demands on the Multnomah County System

A. SB 1145 - Multnomah County, which has about 1/4 of the State's population, will get over 1/3 of the offenders under SB 1145. The County will receive an additional 1500 - 2000 new offenders per year.

B. Measure 40 - (1) Longer pre-trial time in jail while various appeals and legal ambiguities are sorted out; (2) Fewer pre-trial releases under the new Measure 40 criteria with more offenders held in jail prior to adjudication; (3) Less good time/work time will result in longer jail time.

IV. Review of Anticipated New Construction Prior to Measure 47

<u>Type</u>	<u>Funded by Jail Levy</u>	<u>Funded by SB 1145</u>	<u>Total</u>
Jail Beds	330	330	660
Treatment Beds	150	150	300

Locations: 450 Jail Beds at Inverness.
 210 Jail Beds and 300 Treatment Beds at Site Selected by Siting
 Advisory Committee

V. Shortfall in SB 1145 Funding in 1996-1997

Current state funding: \$3,167,000

Estimated County Expenses for Plan Submitted

Jail Cost -	\$1,954,705
Supervision cost	\$ 1,873,794
Coordinating Council	\$ 191,332
Inmate Mgmt. Team	\$ 418,254
TOTAL:	\$4,438,085
SHORTFALL:	\$1,271,085

VI. Shortfall in SB 1145 Funding in 1997-1998

Estimated County Operating Costs for One Year: \$15,115,000

Governor's Budget for Two Years Operations: \$25,432,242

(There is also a statewide contingency fund of \$13 million for the biennium)

PUBLIC SAFETY COORDINATING COUNCIL

REPORT OF THE WORK GROUP

ON THE

SUBSTANCE ABUSE

TREATMENT

REQUIREMENTS OF

OFFENDERS

MAY 1996

Public Safety Coordinating Council
Report of the Work Group on the Substance Abuse Treatment Requirements of Offenders

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II VISION

Multnomah County reduces criminal behavior through adopting and adapting national best practices to improve the treatment provided for offenders with alcohol and other drug abuse/dependence ("AOD") problems. These achievements reduce criminal behavior, reduce the population in jails and community corrections caseloads, and enhance the credibility of criminal justice agencies and institutions.

All County agencies and stakeholders are connected in a seamless system, and the system uses resources efficiently and effectively. Cases are processed efficiently, facilitating early intervention for offenders who need treatment.

The system manages information to support policy and strategic program decisions, and supports research and program development to ensure the use of state of the art practices for alcohol and drug treatment.

AOD problems should receive assessments shortly after booking in the jail. Intervention should begin as soon as possible following identification of the problem. Continuity of treatment should be maintained through the transition out of jail or a residential program.

Within its jails, the County should have programming in place that would be available to inmates regardless of length of stay or whether treatment enrollment is planned. The County should provide various methods of instruction, including non-facilitated instruction (video with and without written materials), partially facilitated instruction (video with staff/volunteer facilitators), and didactic/process groups (facilitated by deputies/counselors, a/d specialists, volunteers, nurses). The content of these efforts should include pre-release/pre-treatment readiness; recovery strategies - focus on principles of self-awareness within context of recovery; Narcotics Anonymous/Alcoholic self-help groups (i.e., NA, AA, CA, Rational Recovery, etc.); medical aspects/implication of use; HIV transmission; drunk driving tapes/guests from MADD; relapse prevention; exploration of addictive behavior and treatment; issues in treatment; how to successfully complete parole/probation; pain control/acupuncture; mental health issues in context of alcohol and drug problems. The County should utilize certified AOD specialists to provide a variety of in-jail treatment modules, and expand the relapse prevention and pre-release planning services provided to inmates.

Community treatment is a cost-effective correctional alternative for offenders for whom AOD abuse/dependence is linked to criminal behavior. It is less expensive than jail and produces lower recidivism⁶ rates for those offenders.⁷

Treatment services must be provided based upon matching identified needs with the appropriate level of service and special clinical, correctional, cultural (including spiritual) considerations. Motivation for recovery is generally an outcome of effective treatment not a prerequisite for treatment. Alcohol and drug free housing is an essential component of an effective treatment/recovery system. Other essential components are wrap-around or ancillary services such as employment, mental health treatment, child care, and education. Ancillary items such as food, food stamps, clothing, and shelter can make the difference in achieving treatment success.

AOD is a chronic, relapsing disease that necessitates relapse education, skill development, and relapse planning as a part of treatment. Relapse and treatment non-compliance are common phenomena and should not be viewed as equivalent to more serious

⁶Commission of a criminal offense subsequent to adjudication or diversion for a prior criminal offense. Recidivism may be measured by tracking subsequent convictions or arrests.

⁷Several jail and treatment recidivism studies are annotated in *Sharron Kelley, Memorandum on the Effectiveness of Drug Treatment as an Alternative to Jail* (October 24, 1995).

IV
GUIDING PRINCIPLES FOR ALCOHOL AND DRUG TREATMENT FOR
OFFENDERS

1. Community treatment is a cost-effective correctional alternative for offenders for whom AOD abuse/dependence is linked to criminal behavior. It is less expensive than jail and produces lower recidivism rates for those offenders.
2. Effective treatment for offenders combines appropriate accountability with intervention and treatment. Sanctions, restitution and compliance with treatment program requirements, including fees based on ability to pay, are part of such accountability.
3. Treatment needs must be determined through a comprehensive, reliable, and cost-effective assessment and placement referral that supports clinical and correctional decision-making. A clinically competent assessment should be undertaken to distinguish AOD problems from other reasons impacting the behavior of the offender. Such an assessment should also be performed as needed to obtain financing of the treatment and maintain compliance with state law.
4. In a cost-effective system, any assessments will follow the offender (within legal parameters), and duplication of assessments will be avoided.
5. Offenders with AOD problems should receive assessments shortly after booking in the jail. Intervention should begin as soon as possible following identification of the problem. Continuity of treatment should be maintained through the transition out of jail or a residential program.
6. AOD abuse/dependence is a disease having biological, psychological and social elements all of which must be addressed for treatment to be effective.
7. Treatment services must be provided based upon matching identified needs with the appropriate level of service and special clinical, correctional, cultural (including spiritual) considerations.
8. Motivation for recovery is generally an outcome of effective treatment, not a prerequisite for treatment. Mandatory treatment has been shown to be as effective as voluntary treatment.
9. Alcohol and drug free housing is an essential component of an effective treatment/recovery system. Other essential components include employment, mental health treatment, child care, and education.
10. AOD abuse/dependence is a chronic, relapsing disease that necessitates relapse

V
SYSTEM POLICY STATEMENT

At least half of arrestees for major crimes such as homicide, theft and assault were using illicit drugs around the time of their arrest. Roughly 80 percent of those arrested for drug sale or possession were using illicit drugs around the time of their arrest. *Institute for Health Policy, Substance Abuse: The Nation's Number One Health Problem*, p. 42 citing US Department of Justice, NIJ 1991: *Drug Use Forecasting Annual Report*, p. 21; see also, NIJ, *The Effectiveness of Treatment for Drug Abusers Under Criminal Justice Supervision* (November 1995), pp. 2-3. Nationally, 62 percent of inmates in prisons used drugs on a regular basis prior to incarceration. In many metropolitan areas, more than 70 percent of arrestees test positive for drugs. *Relapse Prevention and the Substance Abusing Criminal Offender*. CSAT Technical Assistance Publication Series (1993), pages v, 13.

The intent of the following Policy Statement is to set out an approach which will lead to an effective, efficient use of resources, consistent with public safety requirements.

To better impact the reduction of criminal behavior,
Multnomah County will intervene in AOD abuse/dependence
that is likely to lead to future criminality through assessment,
referral, education and treatment at the earliest opportunity
consistent with criminal justice system goals of due process,
accountability, punishment, and imposition of sanctions.

This policy is predicated on research that documents the success of alcohol and drug treatment in changing behavior. "Substance abuse is a chronic, progressive, relapsing disorder resulting in a physical and psychological dependence on chemical substances. Much like other health disorders, it also *can be treated successfully* [emphasis in original]. . . . Treatment also reduces criminal behavior and increases productive work and social functioning." CSAT, *Treatment for Alcohol and Other Drug Abuse: Opportunities for Coordination* (Technical Assistance Publication Series 11, 1994), p. ix.

Individuals who commit crimes because of AOD abuse/dependency can discontinue criminal activity if the AOD abuse/dependency is eliminated from their lives. This must be accomplished while concomitantly addressing the public expectation for accountability which the criminal justice system provides. The system should focus resources and the development of resources on priority populations that would include those most likely to change their criminal behavior with treatment in keeping with a commitment to enhanced public safety.

VI SYSTEM COORDINATION

When an offender currently enters the criminal justice system, the beginning of innumerable screenings and assessments start. Data are collected throughout an offender's time in the system at various times, locations and events. Generally, the same information is collected at every session with variations on amount, comprehensiveness, format, length, purposes, confidentiality, etc. It may be possible through elimination of any unnecessary duplication to better utilize resources by forwarding screening and assessment information to others who need the data.

"When systems collaborate, a comprehensive assessment can follow an AOD abuser throughout the entire system. Such an effort promotes patient-treatment matching, allows a workable continuum which best meets a patient's needs, and provides a means for holding the patient and the involved system(s) accountable." *CSAT, Treatment for Alcohol and Other Drug Abuse: Opportunities for Coordination (Technical Assistance Publication Series 11, 1994), p. 170.* This could improve the efficiency of the system and free resources for needs not currently met.

If appropriate interventions could be identified and implemented early in an offender's criminal activities, we could possibly improve the effectiveness of those interventions. Improvement in the effectiveness of interventions would lessen the strain on resources and enhance public safety by stopping criminal behavior before it becomes chronic.

Information is collected at the following points in the system:

- Arrest
- Booking (medical)
- Pretrial Release Decisions
- Institutional Classification
- District Attorney Screening for Diversion
- Defense Attorney Screening
- Adjudication
- Incarceration(Jail)
- Probation (Diagnostic Center)
- Field Supervision/Program Intake (Work Release, Day Reporting, etc.)
- Prison Release

While these are major points in the system when information is collected for various purposes, it must be recognized that not all information is collected on all offenders. For effective use of resources, determinations must be made at each point as to the type and quantity of information to collect in order to properly process the case and the individual. Valid criteria are used to quickly make decisions about the appropriate next step.

VII CLIENT ASSESSMENT FOR TREATMENT REQUIREMENTS

ISSUE: Assessment of offender requirements for alcohol and drug treatment services is fragmented and inconsistent, and referral criteria are inconsistent, often resulting in inefficient and ineffective assignments.

Publicly-funded alcohol and drug treatment services are a scarce commodity, requiring management to ensure achievement of clearly defined objectives. An important step in improving system efficiency and effectiveness is the development and administration of a standardized set of measures that can support both short-range client treatment planning and long-term resource management.

The criminal justice system administers a rigorous set of procedures of which some are intended to collect information (i.e., descriptive characteristics, including photograph and health information, particularly regarding current trauma). It seems reasonable to extend this process to include information regarding AOD abuse/dependency. However, this might be accomplished in phases or stages, depending on a variety of characteristics, including the nature of pending charges and the estimate of expected stay in custody.

Recommendations:

Establish an ad hoc AOD Assessment and Implementation Team ("Team") and charge the team with responsibility for planning and managing the implementation of an offender services requirements assessment ("assessment") to be part of the corrections system assessment. The Team should be responsible for developing a plan to sustain the changes in the county corrections system reception process.

The Team should include at least three and no more than five members, drawn from each of the agencies expected to participate: MCSO Corrections Deputies; Corrections Health; DCC PRSP. Additional expertise should be requested and provided as appropriate. (For example, the questions for an instrument and the training of staff should be coordinated with County Behavioral Health staff.)

The AOD abuse/dependency portion of the assessment should comply with the standards developed under the Portland Target City Project.

With due regard for federal, state, and local provisions for confidentiality, information from the assessment should be provided to service delivery staff, within and outside the county corrections system, to support treatment planning and management.

The assessment should be administered as early in the assessment process as feasible, given the requirements for personal and public health and safety.

The Team should be responsible for ensuring the availability of information to support reliable estimates of the performance of the assessment system to assist policy decision-making and strategic program planning.

ISSUE: *The general public has little confidence in our ability to reduce crime and produce results for dollars spent.*

Recommendations:

Recidivism of offenders released from jail should be reduced.

Provide an environment and tools for inmates to change behavior and acquire skills while in our care, custody and control.

Programs and services should provide measurable objectives and goals.

Provide inmates with social, educational and employment skills that mirror the values, standards and expectations of the community.

Educate the community regarding realistic conditions in jails and among those incarcerated.

ISSUE: *Idle time for inmates makes management more difficult, wastes valuable skill building and treatment opportunities and releases individuals into the community with limited ability to succeed.*

Recommendations:

Construct all new facilities and additional bedspace based on the direct supervision method.

Provide program modules that incorporate living and skill building and treatment into the design.

Require those that choose program modules to participate in programming a minimum of eight hours per day.

Provide adequate reintegration services to those amenable to change.

ISSUE: *Current assessment practices should address security needs as well as inmate needs and responsibility.*

Recommendations:

Triage all bookings based on medical, treatment, academic, vocational and security needs.

ISSUE: *Reorganization and restructuring of traditional employee and civilian roles will be necessary to implement new structure.*

Recommendations:

Conduct an analysis of all sworn and non-sworn staff job duties and responsibilities to determine how best to utilize existing resources.

Provide all staff, both sworn and non-sworn, with opportunities for continuous development of knowledge and skills in all areas of operations.

Utilize training and the integration of security and treatment to encourage in all staff a conscious sense of value and purpose in the execution of their duties.

Reviews of the correctional substance abuse treatment literature and substance abuse treatment programs within the criminal justice system (Andrews and Kiesling, 1980; Bush, Hecht, La Barbara, and Peters, in press; Falkin, Wexler, and Lipton, 1990; Gendreau and Ross, 1984; Leukefeld and Tims, 1992; Wexler, Lipton, and Johnson, 1988) indicate several key principles associated with successful treatment of offenders. These principles are drawn from experiences in implementing both jail and prison treatment programs, and are briefly summarized below.

Develop commitment from jail administrators to support the AOD treatment program within their facilities and to provide adequate staff and technical support.

Use a coordinated approach in the design and implementation of in-jail AOD programming, involving both substance abuse and custody staff.

Conduct cross-training for the AOD staff, custody staff, and key administrators to review the program philosophy, inmate management techniques, policies and procedures, and other common areas of interest.

Provide a treatment unit(s) that is isolated from general population inmates. (Like IJIP). This strategy tends to remove participants from the corrosive influences of the jail subculture and encourages development of prosocial behaviors and group cohesion.

Provide incentives and sanctions to encourage inmates to enter and complete in-jail treatment programs.

Develop a continuum of in-jail treatment services that is consistent with the expected length of incarceration.

Provide comprehensive assessment examining an inmate's treatment requirements, risks

services. Successful jail substance abuse treatment programs help to coordinate placement in follow up treatment services. Most jail program participants are in need of at least one year of follow-up treatment and regular drug testing that is provided within the context of probation or parole supervision.

Develop measures to ensure accountability to short and long term program objectives. Evaluation strategies are implemented in the early stages of program development, and include process, impact, and outcome measures.

ISSUE: *In-custody facilities do not provide any type of relapse prevention, cue extinction, warning-identification or warning-management treatment services for inmates.*

RECOMMENDATION: Establish relapse prevention programming in correctional facilities. These programs should include cue-extinction, urge management, warning-identification, warning-management, and recovery planning for inmates.

B. Programming

GOAL: To make time spent in jail more productive by providing inmates with the tools to improve skills and self-esteem and to increase the personal and social responsibility of the inmate

ISSUE: *Inmates spend many non-productive hours watching TV, playing cards, discussing past and/or future criminal behaviors or sleeping*

Recommendations:

Curtail regular viewing of TV within correctional facilities

Provide daily, structured, educational programs that allow for intermittent (short/long-term) participation and ease of reentry should the inmate be reincarcerated

Provide programs at various intellectual levels, using a variety of methods of instruction (multi-language, especially Spanish) to meet inmate needs:

- **Non-facilitated (video with and without written materials) - stand-alone.**
- **Partial facilitated (video with staff/volunteer facilitators).**
- **Didactic/Process groups (facilitated by deputies/counselors, a/d specialists, volunteers, nurses).**

ISSUE: *Inmates lack basic knowledge in areas of life skills, general education, medical, mental health and alcohol and drug issues.*

Self treating issues
AOD issues in context of Mental Illness
Relapses with mental illness
Medication and side effects
Grief work
Post traumatic stress disorder/depression
Sex abuse

ISSUE: Inmates have limited opportunities for expanding their knowledge base due to minimal daily programming

RECOMMENDATION: Request additional funding for five corrections counselors to aid in component II and III programming. Support additional funding for AOD specialists and appropriate training to provide services.

ISSUE: Current staffing (mix/level) cannot provide increased level of education to inmates

RECOMMENDATION: Partnership with community to increase resources by utilizing graduate students for classes, i.e., PSU, U of P, volunteers assist with video and group facilitation

ISSUE: The corrections deputies do not participate in treatment team planning, consultation, or training.

Recommendations:

Seek ways to ensure that at least one Deputy attends the program team on a daily basis and that one program staff member attends shift meetings on a daily basis. Ensure that a Deputy representative participates in all program development planning.

For each program, establish an advisory board that includes representatives of the Deputies, Health, Counselors, and program specific expertise, such as AOD dependency.

Ensure that all Deputies receive at least basic information regarding the symptoms and side effects of AOD abuse.

Provide opportunities for Deputies to participate in program design and delivery at no expense to the health and security of the facility and its programs.

IX. ASSESSMENT AND TREATMENT OF OFFENDERS IN THE COMMUNITY

A. Referral to Services

ISSUE: The need to get an offender into treatment quickly vs. the need to match the offender with a program that meets his/her individual needs.

Assessment and referral services are critical to the efficiency of a managed care system. DCC and Target Cities Central Intake staff seek to match client needs with program strengths and to minimize the wait for admission to treatment. Although clients frequently must wait to enter treatment, especially residential, Central Intake staff are able meet client treatment needs when these needs fall within the traditional or mainstream scope of local services. However, when an offender has special needs, staff find it difficult to make appropriate treatment placements. The special needs of offenders that have been difficult to meet at intake include:

1. Pretreatment (managing and preparing offender pending admission).
2. Psychological/psychiatric services (for dually diagnosed offenders).
3. Drug-free housing (in support of outpatient treatment and recovery).
4. Culturally competent providers (to serve growing minority populations).

Probation and parole officers, one of the customer groups that rely on Central Intake services, frequently report significant delays in obtaining assessments for incarcerated offenders. This may result in an unnecessary use of jail beds because inmates are often held in custody pending identification of and admission to a treatment program. In other cases, clients simply fail to obtain the desired treatment placement.

Recommendations:

Encourage Oregon Health Plan ("OHP") administrators to support various forms of pretreatment, including wait list management, group sessions, and abstinence or detoxification as required for admission to treatment.

Encourage planning, program development, and service delivery partnerships between substance abuse and mental health agencies.

Encourage OHP administrators to require HMO's (health maintenance organizations) to collaborate and contract with providers of culturally competent treatment programs (as well as other "niche" programs).

Use local funds to support components that OHP will not fund.

D. Treatment Planning in Coordination with the Oregon Health Plan

Although both clinical and justice system professionals share a common desire to reduce drug use, there are times when they may differ in terms of treatment planning. Managed health care has imposed more rigid criteria for levels of intervention and lengths of stay with the objective of using available resources to provide clinically appropriate treatment to as many in the target population as possible. The justice system supports that objective, but recognizes that treatment must be integrated into flexible case management plans that address a variety of individual offender issues. For example, many offenders whose clinical substance abuse symptoms and assessments indicate outpatient treatment have to address many other areas of dysfunction. In such cases, justice system staff may argue for an integrated residential intervention that addresses the need to separate offenders from their current environments (to improve retention), the need to get them off the streets (to assure their safety and that of the community), the need to treat their drug problems intensively, and the need to simultaneously begin addressing criminal thinking, family, and employment issues (to support recovery and reintegration). Clinical and justice system interests are not mutually exclusive, but a lack of resources in an era of managed care may draw attention away from shared interests. Unless common ground is sought and found, we run the risk of developing parallel and competing treatment systems. That would be a step back from the collaborative development of Central Intake and could introduce inefficiencies to both systems.

Recommendations:

Encourage Oregon Health Plan administrators and providers of managed care to increase flexibility regarding length of stay.

Use local justice system funds and grants to support program enhancements in the absence of OHP support. Provide funding for client care to continue services as needed after funds are depleted.

Recognize the validity of clinical and justice system perspectives in program development and development of individual treatment plans.

One of the most critical points in time for an individual with an AOD problem is during their initial entry period into treatment.

- Focus should be on collection of the best and most accurate data during the initial assessment of an offender. To increase the accuracy of assessment data, a follow-up assessment should be done approximately 30 days after entry.
- Intervention should be the initial focus of the relationship with the AOD offender. The aim or purpose should be to engage and create value for the offender to pursue treatment for his or her benefit. If personal benefit is seen as added value for offender, personal motivation will follow.
- Education, awareness, personal benefit and strengths/resources, as well as treatment barriers should be identified and discussed.

Much has been learned in recent years about the value of new treatment modalities and program enhancements, yet few providers offer such components as cognitive training, relapse prevention, and aftercare. Some providers may face budget dilemmas in trying to incorporate these elements. Other providers may need time, training, and other forms of assistance to help integrate these components into their programs.

Recommendations:

Reach consensus on core treatment elements and provide training to help all providers incorporate those elements into their respective AOD treatment programs.

Allow treatment providers to maintain their program identities while assisting them in integrating new elements.

- **Assessment (health & mental health)**
- **Intervention**
- **Education**
- **Employment Readiness & Placement Assist.**
- **Drug Free Housing**
- **Treatment Activities**
 - **Counseling**
 - **Life Skills**
 - **Criminality and cognitive restructuring related to criminal behavior**
 - **Anger Management**
 - **Special Emphasis Groups**
 - **AA/NA**
 - **Addiction Education**
 - **Relapse Prevention & Management**

outcomes following treatment using traditional treatment models.

Develop treatment modalities specific to drug of choice.

Provide wrap-around services, aftercare and relapse prevention planning instead of recycling clients through treatment at various levels when they have completed treatment numerous times.

F. Contract Oversight

ISSUE: Contracting practices are fragmented and do not promote quality improvements.

Recommendations:

Improve coordination in contract monitoring between State Office of Alcohol and Drug Abuse Programs, DCC, Health, CFSD behavioral health program, and CFSD contracts and evaluation unit.

Increase contract focus on outcomes.

Develop a peer review system to assist with continuous quality improvement and establishment of best practices.

Obtain customer feedback on an on-going basis.

Share information between county departments.

Develop incentives for providers to improve services and impose sanctions for non-compliance.

G. Support/wrap-around/aftercare/housing services

A critical point in time for individuals with AOD abuse/dependency is the period immediately following discharge from treatment. Alcohol and drug-free housing is an essential component of an effective treatment/recovery system. Other essential components are wrap-around or ancillary services such as employment, mental health treatment, child care, and education.

Ancillary items such as food, food stamps, clothing, and shelter can make the difference in treatment success. The lack of adequate wrap-around and aftercare services are contributing factors to relapse, recidivism, readmission and higher jail costs. Aftercare and support or wrap-around services are required for the AOD offender in order to have any significant effect on the reduction in the incidence of relapse, technical violations and the commission of new offenses.

Provide technical assistance to methadone providers to facilitate the implementation of new administrative rules which outline the treatment services clients need to receive in addition to their methadone.

ISSUE: Staff turnover can lead to inconsistencies in training and applications of best practices. Low salaries appear to contribute to staff turnover.

RECOMMENDATION: Provide incentives to help staff become certified as addiction counselors and gain academic credentials. Incentives may include scholarships to necessary training, assistance with the application fee for certification, salary incentives and promotional opportunities.

ISSUE: Lack of adequate training for staff who provide services to clients regarding the importance of relapse prevention.

RECOMMENDATION: Treatment professionals must be provided training on relapse prevention.

I. Relapse

Relapse Prevention:

Treatment can be defined as an intervening factor that has the potential effect of changing behavior which has been previously judged as needing to be changed. (BJA, 1988). By definition, parole/probation officers, corrections officials, and treatment counselors are equal partners in treatment leading to change in criminal and substance-using behavior. Their cooperative mission can best be defined using the treatment term relapse prevention.

Relapse involves more than just resuming use of alcohol or other drugs or the commission of new offenses. Relapse is a long process that begins before actual resumption. Relapse is the process of remaining or becoming so dysfunctional in society that a return to addictive use (and/or criminal behavior) seems like a reasonable choice. (Gorski, 1988). Four factors appear to have primary relationships to relapse:

1. Psychiatric disorders including anxiety and depression
 2. Social factors such as employment and social supports
 3. Protracted withdrawal symptoms
 4. Conditioned responses or triggers that recall drug experiences.
- (APPA/NASADAD-Coordinated Interagency Drug Training Project.)

Failure to provide adequate relapse treatment interventions should result in consequences for the provider to include loss of financial support.

The County has an obligation to ensure treatment providers are providing the best possible array of services to the AOD offender. These services should include a full relapse prevention curriculum. Continuing contracts that do not provide the best, most creative and innovative treatment programming should be viewed as fiscally and ethically irresponsible.

ISSUE: Relapse is often viewed as "treatment failure", which intensifies feelings of guilt, shame and frustration for the offender.

RECOMMENDATION: Establish program curricula to deal with relapse in a manner that can lead to increased motivation for recovery, strengthening an individual's knowledge of his/her limitations, the dangers inherent in stressors and triggers, and the individual's awareness of what he/she might lose by leaving the treatment process.

ISSUE: Offenders with AOD problems who relapse may be dismissed from treatment, considered as "treatment failures", and not provided with opportunities to use additional services.

Recommendations:

It is essential that personnel from each agency agree on the range of responses to relapse and the times that certain responses are appropriate.

Develop inter-agency agreements in which treatment programs respond to issues of treatment noncompliance, such as relapse, and the criminal justice system agencies respond to noncompliance with other conditions of probation or release.

ISSUE: Criminal justice system staff -- including court personnel, judges and other persons in the justice system -- often lack adequate education or information about the dynamics of relapse.

RECOMMENDATION: Establish a training program for criminal justice professionals to increase their understanding of relapse behavior and prevention and how it pertains to clinical and criminal justice decisions regarding the offender.

B. The average length of time between program completion and the first re-arrest.

The coordinating agency designated for offender alcohol and drug treatment services planning should prepare an annual report, incorporating the outcome tracking data, which evaluates the systemwide costs and benefits of the county-funded programs for offenders in the criminal justice system. This analysis should include any cost savings from reduced recidivism in the areas of bookings, jail bed usage, community supervision and programs, courts-prosecution-defense, employment-taxation, and public subsidies (AFDC, food stamps, housing).

The County should allocate a dependable level of funding to conduct client outcome evaluations and system impact studies, and to consistently monitor system performance measures.

B. Research

Maintaining a current foundation of research findings on program effectiveness and best practices is currently managed on a sporadic, individualized basis and dependent on individual skills and time availability in literature review and other means of obtaining information.

There is inadequate systematic linkage between the practitioner community, government planning efforts and private research resources, including state and private higher education based resources and federal resources.

In the absence of definitive, research-based program models, there is a need to make resources decisions and implement programs. Such programs develop political constituencies that resist the competition of new models. Program operations require stability to operate cost efficiently.

Recommendations:

Enter into partnerships with local institutions of higher education and private research facilities to systematically update in a timely manner the available knowledge base of program effectiveness and research findings that relate to established best practices and to disseminate such findings for use in planning, program development, and ongoing program evaluation.

Work with the provider community to share research based information so that programs can evolve with the evolving knowledge base.

The County should support the development of information management systems in each participating agency. The systems should rely on common definitions and measures, when relevant, and be designed to support policy and program decisions of the resident agency.



Central Library Front Steps

Multnomah County

Adopted Budget
Budget-in-Brief
1996-97

About the Cover

Historic Central Library has been closed for renovation since December 1995, and is expected to reopen in the spring of 1997. Prior to beginning the 2-1/2 year, \$24.6 million renovation project, Central's extensive books and materials were moved to TransCentral Library, a temporary facility located at Fourth and Columbia streets in downtown Portland.

The 83-year old building, which is on the National Register of Historic Places, was completed in 1913. This line drawing, artist unknown, first appeared on a publication entitled "The First 100 Years", published in 1964 on the occasion of the Library's 100th birthday.

About the Artist

The artist of this line drawing is unknown to the Library. As the Budget Office was preparing this line drawing for reproduction, we believe we identified the initials of the artist. If you look on the lower left side of the drawing, right atop the railing, we believe you will see the initials "E.R.". We don't think this is the artist's attempt to draw more leaves on the bush above it.

Can you-help us identify the artist?

Multnomah County

Adopted Budget-in-Brief 1996-97

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Multnomah County

Budget-in Brief 1996-97

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**For the Fiscal Year Beginning
July 1, 1995**

Arthur R. Lynch *Jeffrey L. Esser*

President

Executive Director

Multnomah County Adopted Budget 1996-97

Budget-in-Brief

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EXECUTIVE BUDGET MESSAGE

Thursday May 2, 1996

Presented by Chair Beverly Stein

This 1996-97 budget is shaped by a number of significant challenges which have long term implications. In this budget I have tried to initiate course adjustments to position the County to respond to changes we know are coming.

Some of the challenges this budget attempts to respond to are:

- Reductions in federal and state funding, in particular the impact on health care, programs for the elderly, domestic violence and homeless interventions
- Supporting financially stressed schools to achieve their mission of educating our youth
- Investing in support for children and families and crime prevention to avoid even more expensive future interventions and recognizing the importance of system changes in the areas of public safety and support for children and families
- Maintaining our investments in our human, technological, evaluation and physical infrastructure to insure cost effective services

In preparing this budget I have been consistently mindful of the Urgent Benchmarks adopted by the Board of County Commissioners to guide our policy decisions and shape our investments. In attempting to achieve these Benchmarks, I have proposed combinations of financial investments, increased efforts to collaborate, short and long term planning efforts, and improved capacity to evaluate what we do already.

This budget reflects the significant investments we are making in public safety and our library system through the ongoing and new resources we expect from passage of the public safety and library bonds and levies. The Board has already passed on these budget items which make major investments in increasing our jail capacity, alcohol and drug abuse treatment facilities for offenders, opening up libraries longer hours and improving library facilities.

This year the County will experience a growth of \$16 million in its General Fund. However, almost \$7 million of that will be needed to maintain current services. Of the remainder, \$5 million is ongoing money. Almost one third of that amount, \$1.5 million, is proposed for services of direct assistance to schools. The final \$4 million is one time only money. Again, \$1.5 million of that money is proposed to backfill reductions in crucial support programs for schools and families.

Similarly, the budget proposes to add 190 new employees. However, less than 9 of these are funded through the General Fund. Many of the balance of these positions are directly related to our public safety and library levies or are in recognition of positions added during the last fiscal year, such as staffing the Singles Homeless Assessment Center and Technicians in Community Corrections.

Additional improvements to public safety will come from the use of SB 1145 Community Corrections funds. Later this year, the Local Public Safety Coordinating Council will make programming recommendations to the Board for use of the funds.

This budget builds on significant investments made by the Board in prior years. I would like to note especially enhancements made in the last few years which respond to juvenile crime by providing swift and sure sanctions for offenders early in their involvement with the system and by providing more comprehensive sanctions for sex offenders. We have also made major strides in developing a system of family supports throughout the County using our Family Centers, Caring Communities and neighborhood facilities like Brentwood Darlington as focal points for service delivery and capacity building. We have also deepened our investments in facilities, information technology and training which have improved service delivery and customer satisfaction in the County.

Backfilling Federal Cutbacks Selectively

For many years the Board of County Commissioners has been reluctant to backfill state and federal cuts for fear there is a never ending list of state and federal responsibilities we could take over if we showed we were willing. However, we now find ourselves in a time when the cuts are hitting critical core County services; to ignore them is to ignore aspects of the fundamental mission of the County.

For that reason this budget includes over \$1 million in restorations of federal and state reductions, including funds for primary health care, the homeless, school alcohol, drug and violence prevention services, and congregate and home delivered meals for the elderly. Recognizing this will be an ongoing issue as additional federal cutbacks kick in over the next few years through block grants or entitlement restrictions, I am also proposing that we look carefully at how we are delivering services in these cutback areas and make some long range plans for service changes and advocacy.

Analyzing the County's Role in Health Care

Multnomah County has developed a nationally known system of primary health care clinics. Over recent years that system has been augmented with a variety of public health and primary care programs in neighborhoods, schools and in conjunction with other services. The primary care clinics for many years survived on a funding base of Medicaid fee for service funds.

With the advent of the Oregon Health Plan and the increasingly managed care environment of local health care, maintaining the traditional mission of safety net health care in our clinics is becoming increasingly difficult. Outside of our CareOregon clients, we are picking up the health care of the working poor and others who don't qualify for the Oregon Health Plan. Meanwhile, Medicaid funding for this population is being reduced. This year the reduction for our clinics is \$1.7 million; next year at least an additional \$1 million will be lost.

As managed care becomes the dominant form of health care delivery, we also find ourselves subsidizing managed care organizations because of the excellent ways we have found to increase access and health promotion activities through Parent Child Development Centers, school based health centers, neighborhood outreach efforts and through our primary health clinics.

The real solution for this problem is some form of universal health care reform to assure all people are covered by health insurance. It is my hope that over the next year the Health Department and I will be able to work with private providers in the Oregon Health Systems in Collaboration (OHSIC) group to design a collaborative way of extending health care to

the uninsured. It would not be my goal to reduce our \$4 million general fund commitment to health care, but to figure out if we can leverage this resource with private sector resources to extend access further.

In this budget I have included \$600,000 in one time only money for primary health care services with a commitment from the Health Department to raise an additional \$200,000 through fees. I have asked the Health Department to look at prioritizing services and have included funds for studying access to coordinated, leveraged health care services in the County.

Affordable, accessible, quality health care for all has long been a priority of mine. It saddens me that our County services must be reduced. However, it is important to neither put our heads in the sand and hope that things improve, nor to prop up a system which requires ever increasing taxpayer funds to pay for health care for working people. Instead, I am advocating an aggressive partnership with other stakeholders to transform our health care delivery system. This will certainly involve advocacy with the State to expand the impact of the Oregon Health Plan and other methods of extending health care to the uninsured.

The next year will also bring additional County services into a managed care environment as we implement the children's mental health capitation project and as alcohol and drug treatment services are bought into the Oregon Health Plan. On the State level, Aging Services will be exploring the possibilities for using managed care for long term care for the elderly and people with disabilities. Throughout this budget there are investments to advance our managed care agenda and develop our expertise as Multnomah County emerges as a public sector leader in this arena.

Supporting Children and Youth to Succeed in Schools

The school funding crisis has consumed the largest share of new resources the County has available. I am proposing to use almost 1/3 of our new ongoing money, and over 1/3 of our one time only resources to assist schools. Specifically, I have included more than \$3 million in this budget to help prepare children to enter school, to help teachers and parents ensure that children are safe and stay engaged as productive students once they enter school and to assure that youth graduate from high school.

Approximately one half of this funding will backfill and maintain important support programs in the areas of violence reduction (PAX - Positive Alternative eXperience), alcohol and drug intervention (Counteract, Touchstone), school retention (Hispanic Retention program), and early referral for families with children who are experiencing developmental delays. The backfilled programs are not funded with ongoing money. Consideration of permanent funding for them must be a part of our community's search for an ongoing school funding solution.

The other half of the funding will strengthen the existing partnership between the schools and County service providers. These programs include intervention programs to reduce teen pregnancy, raise the quality of training for family child care providers through the library, stabilize and expand our Healthy Start model which was piloted successfully in Brentwood Darlington, expand the ability of our Parent Child Development Centers to work with 4 and 5 year olds, extend our mental health consulting services to all County Headstarts, and partner with the Campbell Institute to extend the Friends of Children intensive mentoring program.

These expansions are directly linked to the County's Benchmarks for reducing student alcohol and drug use, increasing drug treatment services, reducing violent crime, increasing the success of diversion programs, reducing teen pregnancy, increasing the percentages of children ready to learn on entering school and graduating from school, and increasing access to mental health and health care services.

Creating a Continuum of Services for Children and Families

The Multnomah Commission on Children and Families (MCCF) has provided the County with a philosophy and vision for supporting children and families. The underlying role of the Commission is to advocate for a wellness approach to services that support the resiliency of families and reduction of risks through early intervention along the continuum of ages 0 to 18. This is potentially a radical change in our service system and will take time to implement. However, with shrinking resources it is an essential direction to move. The MCCF is charged with keeping us focused on this change.

In support of this mission, Bill Farver from my office, chaired a Wellness Team which looked at over 35 approaches to expanding our wellness work based on a group of benchmarks identified by the Wellness Subcommittee of MCCF. The Wellness Team included over 40 people from our Health, Community and Family Services, Library and Juvenile Justice Departments as well as representatives from the MCCF, Leaders Roundtable, Portland Parks, Portland Police, Portland Public Schools, Multnomah Education Service District, State Children and Family Services and our Budget and Quality Office.

The projects were ranked using 12 criteria. These recommendations formed the basis for my decisions on requests for funding throughout this budget. These increases include early intervention services for child abuse victims and for girls entering puberty, permanent funding for the Asian Family Center, training funds for individual and community capacity building through the Community Leadership Institute and the Caring Communities, and the schools support package mentioned earlier.

During the deliberations of the Wellness Team, a number of needed system changes emerged which had also been identified by the Commission on Children and Families. These system issues will be addressed in the next year through departments, the Wellness Team, and the MCCF as part of their ongoing work. New funding in this budget is targeted to address systems changes such as:

- Need for standardized data collection for tracking
- Use of "family advocates" for families in crisis
- Changing the norms of society regarding poverty, violence, etc.
- Coordination of services including with schools
- Improved public access to services including evenings, weekends, culturally specific services, neighborhood access, etc.
- Education for providers on diversity issues, collaboration, best practices
- Coordination among case managers
- Better avenues for consumer input
- Encouraging flexible funding mechanisms
- Promoting proactive rather than reactive service models

Focusing on Program Evaluation and Outcomes

During the last year we have made progress in emphasizing evaluations and outcomes for programs. I believe we have a long way to go to have the evaluation capacity we need. However, every year I see progress in our capacity in this area.

Jim Carlson of the Budget and Quality Office has brought together an interdepartmental group of evaluators. During the past year, he has assisted Juvenile Justice in surveying juvenile probationers, provided an initial evaluation of the mental health pre-trial release program, trained department staff on updating and improving Key Results, and awarded the contract for the sex offender residential program evaluation. The Juvenile Justice and Community and Family Services Departments have also made major strides in building outcome measures into their client service contracts.

We are still identifying gaps in our capacity. We hope to remedy those in the public safety system with the assistance of the funds from Public Safety bonds which support information technology. Improvements in our county-wide information technology will provide tools to many people who have not had them and will increase our capacity to work more effectively across department lines. We are working to develop the capacity to evaluate and track clients across departments in both the public safety and social services arenas.

Maintaining County Infrastructure for Quality

With the strong support of this Board, the County is demonstrating results in several areas which are key to building a skilled, productive work force which is the basis for improved effectiveness, efficiency and customer service. Our new training manager, Shery Stump, has worked very closely with our internal management team and has devised a comprehensive training program which supports developing leadership throughout the organization, supports working in teams, provides excellent customer service, and facilitates processes and meetings. The training program includes an evaluation component and is directly connected to the learning objectives necessary to implement RESULTS (Reaching Excellent Service Utilizing Leadership & Team Strategies).

Over the last year RESULTS Teams have reported the following successes:

- Health clinics increased immunization rates of 2-year olds in well-baby programs from 50% to 90%
- Information Services reduced unnecessary reports for expected annual savings of \$21,000
- Dental clinics decreased clients on waiting list and improved access time by 50%
- Health Community Test Site Program improved fee collection for HIV testing with anticipated additional revenues of \$20,000/year
- Health Field Services improved identification of Medicaid eligible visits at clinics with an anticipated revenue increase of \$33,000/year
- TransCentral Library increased customer satisfaction, decreased the delivery time of reserved materials and improved the location of multi-media materials
- Brentwood Darlington health clinic increased the rate of early referrals for post-natal visits

This is just a sampling of the cost savings and improved services our employees are creating.

We have continued our increased commitment to facilities maintenance although we are still not reducing our backlog of deferred maintenance. We hope, through the bonds, to deal with some of our facilities needs in two key areas for County services - public safety and the libraries.

I can report dramatic progress to you in implementing the Strategic Plan for Information Technology. In this budget, the County has made a long term commitment to effective use of information technology. Departments have determined the resources they need, and we have funded the acquisition and have begun funding the replacement costs for this important infrastructure component. We have provided funding for the conversion to a standard office software suite intended to speed effective interdepartmental communication. There are funds for training necessary to meet the technological needs of our work force, and for positions within departments to assist in hardware and software support and training. The County will have new capacities to plan, manage data, integrate public safety and human services data, and develop applications for geographic information services.

Strategic Investments in Urgent Benchmark Priorities

Major funding decisions continue to be linked to our Urgent Benchmarks. We had three benchmark forums this year and will continue this format next year. I also hope to move our budgeting process toward an even greater emphasis on the benchmarks. As part of that effort, I am proposing the Board have a day long work session this September to re-evaluate and reaffirm our Urgent Benchmarks.

In this budget, I am proposing the following efforts to address specific Urgent Benchmarks:

- **Reduce Teen Pregnancy**
 - Expansion of STARS (Students Aren't Ready for Sex) to all interested six graders in the County
 - Expansion of WYN (Waiting for Your Next) to cover teen parents and their partners
 - Provide Family Centers the ability to intervene earlier in the lives of pre-adolescent girls
- **Increase Percentage of Drug-Free Babies**
 - Stabilization of the Brentwood Darlington Community Health Team and expansion to other districts
- **Reduce Domestic Abuse/Child Abuse**
 - Provide ability of Family Center personnel to intervene earlier with families who could use support
 - Provide intensive mentoring services through the Friends of Children program
 - Expand the Parent Child Service Centers to a seventh site at the Asian Family Center
- **Spousal Abuse**
 - Provide expanded out of shelter services to victims of abuse unable to access shelter services
 - Provide continuation of some support for legal assistance for victims of abuse
- **Elder Abuse**
 - Expand Elder Hotline to more adequately handle a variety of needs of elders
 - Expand assistance for the public guardian program to deal with increased caseloads
- **Reduce Student Alcohol and Drug Use**
 - Provide continuation funding for Counteract and Touchstone programs formerly funded through Portland Public Schools
 - Expand Touchstone model to additional County schools

- **Reduce Violent Crime - Adult**
 - Open additional jail beds with the passage of the Public Safety Levy and Bond
 - Remodel current jails to make more efficient use of space and increase capacity
 - Open additional secure alcohol and drug treatment beds
 - Provide additional patrol services to residents of unincorporated East County
- **Reduce Violent Crime - Juvenile**
 - Complete additional capacity at Juvenile Home
 - Begin operation of residential sex offender program
- **Increase Success of Diversion Programs - Adult**
 - Open additional secure alcohol and drug treatment beds as a step in the sanction and treatment continuum
 - Annualize funding for and evaluate success of pilot mental health diversion program
- **Increase Success of Diversion Programs - Juvenile**
 - Expand Juvenile efforts in Payback and Community Service / Restitution programs
 - Pilot truancy program with PAX in two neighborhoods
- **Reduce Recidivism - Adult**
 - Pilot an approach to deal with repeat African-American offenders
 - Provide opportunities for offenders sentenced through SB1145 to receive treatment, job training and housing to end criminal activity
- **Reduce Recidivism - Juvenile**
 - Stabilize the flexible funding approach for young offenders
 - Provide computer education and training opportunities for offenders within Juvenile Detention
- **Increase Drug Treatment Services**
 - Provide continuation funding for Counteract and Touchstone programs formerly funded through Portland Public Schools
 - Expand Touchstone model to additional County schools
 - Open additional secure alcohol and drug treatment beds as a step in the treatment continuum
- **Increase Health Care Services**
 - Begin discussions with other major health care providers aimed at stabilizing and expanding the primary care coverage for our community
 - Provide bridge funding to mitigate impact of federal reductions
- **Increase Mental Health Services**
 - Open County Mental Health Triage Center
 - Expand mental health consultation services to children and families in County Headstarts

- **Increase County Work Force and Contractor Diversity**
 - Contract with City of Portland to expand our M/WBE programs
 - Work with other jurisdictions to respond to results of the disparity study
 - Fund annual County diversity conference
- **Increase County Government Accountability and Responsiveness**
 - Centralize and expand Information and Referral Services Countywide
 - Provide more accessible services countywide:
 - East County Focal Point for Aging Services
 - Family Resource Center coordinators in 3 Caring Communities

Getting Ahead of the Curve: Linking Social Services with Jobs

The County's goal of quality of life for all citizens and commitment to children growing up with hope for the future are closely tied to the economic viability of families. Almost all of the County and Commission on Children and Families Urgent Benchmarks can be linked to the condition of poverty.

I think we share a belief that the best route out of poverty or low wage jobs is a living wage job. As safety net and human services resources diminish in relationship to the need, the imperative to think in terms of economic self sufficiency within a healthy community is even greater. We recognize at the same time we cannot abandon our commitment to being the safety net of last resort for people who are not able to take care of themselves. Over the last year the County has begun to involve itself in the issues of work force preparation and jobs as a result of our stewardship of the Strategic Investment Program (SIP). We have learned a lot about what is necessary to secure jobs for people--- make sure they can do the jobs and keep the jobs. Commissioners Collier and Kelley have done an excellent job of steering this process.

Traditionally the social service delivery system and the work force preparation and "job-getting" systems have been separated by jurisdiction, priority and sometimes philosophy. Using what we have learned from the SIP process, I will be offering the Board a policy paper in the near future defining a proposed role for the County in work force. I expect the policy to emphasize orienting our service providers to think in terms of jobs, providing information to social service providers about work force resources and to informing people in the work force system about available social services. The focal point will be how to take advantage of a strong economy with low unemployment to secure employment opportunities for County clients including ex-offenders, single parents, people with low wage jobs who depend on County services like health care, and people with other barriers to employment.

Thanks and Appreciations

Special thanks for budget preparation this year go to Dave Warren, who again shepherded the process, to Keri Hardwick and Chris Tebben, for developing a new budget database system and providing analysis and advice for the wellness process.

The Budget Team at Juvenile Justice planned and developed their budget using a cross-sectional team of department employees, while the Health Department continued to decentralize their budget making process throughout the department. I applaud these efforts in involving and collaborating with employees. The entire budget staff, under the direction of Barry Crook, was able to engage with departments early in the process on their key issues and provided careful analysis of departmental submissions.

Thanks also to the citizen members of our Citizen Budget Advisory Committees who provided a sounding board and reflective thinking on many budget issues.

BOARD BUDGET NOTES

POTENTIAL CONTINGENCY TRANSFERS THE BOARD WILL ENTERTAIN DURING 1996-97

GENERAL FUND CONTINGENCY

The Board will consider requests for transfer from General Fund contingency during 1996-97 to address the following issues. At the time the budget was adopted, the Board was not prepared to allocate resources to deal with these problems either because the cost was not known at that time or because the Board was not satisfied that the actions proposed were in a form final enough to be approved.

- Mental Health Triage Center - Possible requirement to increase funding
- Children's Mental Health Capitation - Possible reserve requirements
- Infrastructure support for workforce development - In addition to SIP funding
- Youth Investment Program- Backfill lost Federal and State revenue
- Alcohol and Drug Assessment - Streamline and consolidate assessment methodologies on intake into jail
- In Jail programs - Pilot project to replace daytime TV with counseling and education programs
- Community Health Clinics Coalition - Grant process to address niche populations not adequately served by OHP and to stimulate fundraising efforts.
- Domestic Violence
- Programs to deal with adolescent girls
- Courthouse consultant

PUBLIC SAFETY LEVY CONTINGENCY

The Board will consider a transfer from the Levy Fund contingency during 1996-97 to implement a hiring process for additional Corrections Officers and staff, after reviewing the Sheriff's recruitment plan emphasizing enhanced minority and female recruitment efforts at the local level. The Board will also consider a transfer to cover the cost of early hires of Corrections staff associated with opening new beds in facilities under construction.

BRIEFING REQUESTED BY THE BOARD DURING 1996-97

Both the Library and Aging Services provide telephone access to citizens, a reference line in the Library and the Senior Helpline in Aging Services. The Board requests Aging Services and the Library to provide a joint briefing about the potential of linking these programs to save money and provide enhanced service. And finally, I want to especially thank Bill Farver for his thoughtfulness and careful analysis in helping to build this budget.



MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS
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TO: County Chair Beverly Stein
Commissioner Dan Saltzman
Commissioner Gary Hansen
Commissioner Tanya Collier
Commissioner Sharron Kelley

FROM: R. Barry Crook, Budget & Quality Manager

DATE: July 1, 1996

SUBJECT: Adopted Budget for FY 1996-97

Overview

I want to try to summarize for you the numbers in the adopted budget. The Board of County Commissioners has adopted a budget for Multnomah County, for all funds, that will expend \$781.9 million. This represents a increase from the prior year of \$207.6 million or 36.1%. While this appears at first to be extraordinary, one must consider the increases associated with the following five initiatives:

- construction/equipment funding associated with existing and with new General Obligation Bond authorization approved by voters in the election of May 21st (\$100 million),
- Senate Bill 1145 funds that come to the County from the State (\$43.4 million),
- the Children's Capitation Project (\$12 million),
- increases in the Serial Levies for the Library and Public Safety (\$9.6 million) approved by the voters in the May 21st election, and
- the County's contribution of \$10 million to the school districts within the County boundaries.

Those five areas alone account for \$175 million of the \$207.6 million increase, or 84.3% of the total increase.

The County has 42 different funds (not including trust & agency funds) that account for its expenditures, 24 of them will increase next year, 8 will decrease, 9 are new from last year, and 2 will cease to exist.

Further Explanation of Changes

The net increase across all County funds is a result both of program growth that is, generally, in line with historic trends and of several more unusual changes in the County's expenditure patterns. These include:

1. increases in the General Fund associated with various program increases (\$26.5 million) that are being funded from the proceeds of a growing and healthy economy (the growing assessed value of property has removed property tax compression, and the growth in the current Business Income Tax collections -- growth that is not associated with the Chair's School Funding proposal, which never came to a vote before the Board) and the County's reserves:
 - \$6.4 million to maintain current service levels for current programs (constraint budgets, restorations to constraint cuts in order to maintain current service levels, and PC flat fee funds for the Sheriff's Office and the District Attorney's Office) ,
 - \$5.0 million in *ongoing* expenditures for new programs,
 - \$14.1 million for *one-time only* expenditures (including the \$10 million in contributions to the various school districts within the County).

There was also \$890,000 in indirect cost recovery revenue allocated to pay for increases in support services.

2. increases that come from the new Serial Levies for Libraries and Public Safety which will bring greater revenue into those funds (Library -- \$2.4 million and Public Safety -- \$7.4 million),
3. SB 1145 funds (\$43.4 million) to construct and eventually operate facilities/programs in the Sheriff's Office and Department of Community Corrections associated with the transfer of prison population from state institutions,
4. *increases* in Capital Improvement Programs associated with General Obligation Bond construction efforts for the Library and Public Safety areas (\$100 million) funded both from prior authorizations and the May 21st election,
5. funding associated with the Strategic Investment Program (SIP) -- \$1.7 million,
6. the Children's Capitation Project (\$12 million),
7. Internal Service Fund increases (\$6.2 million),
8. the Edgefield Children Center project (\$2.1 million),

and other increases that I won't list in detail, but which can be observed from the financial summary tables that follow in the document.

Of primary interest to most people though, are the two *major* County funds which were adopted at:

General Fund	\$198.5 million, an increase of 14.8%	25.4% of total County spending
Federal/State Fund	\$199.0 million, an increase of 7.9%	25.4% of total County spending

Total Property Tax collections (the General Fund, the Jail and Library Serial Levies, the Library Bond Sinking Fund, Public Safety Bond Sinking Fund, County School Fund, Road Fund and the Tax Title Fund) are projected at \$158.1 million, a 19% increase over last year. Our projections are that no properties within the County will be subject to compression as a result of Measure 5 limitations, thereby assuring us of collecting our authorized tax levies.

General Fund

Of interest to most of our citizens, is the County's General Fund. It is this fund that expends most of the property tax revenues, even though they account for only about 18.0% of all County revenues.

Sources of Funds

Property taxes account for approximately 55.8% of ongoing General Fund revenues. For next year, we are predicting that the governments within Multnomah County will be out of tax rate compression, created by the impact of Measure 5 limitations on the cumulative tax rate. So we will collect the full amount of our tax levy. This should provide the General Fund with \$106 million in revenue, a 7% increase from 1995-96.

Business Income Tax receipts are projected at \$34.5 million, an increase of 25.0% over last year's budget and a 9.8% increase over the \$31.4 million we are projecting to collect in the 1995-96 fiscal year.

Environmental Health Fees are budgeted to increase by \$150,000 over 1995-96. The largest increase was in Food Service License Fees which increased by \$90,000, a 9% increase over last year. This is a result of the higher cost of providing the Licensing services, which are recovered in higher fees.

Ambulance fees also increased over last year by \$300,000. We are now able to charge for emergency management, first responder, and Medical Director expenses, in addition to the Franchise Fees for Ambulance services.

Finally, *this budget is built on the assumption that no new restrictions on the ad valorem tax collection system will emerge.* There are many proposals being discussed for inclusion on the ballot in November. Should any of these measures become law, they would greatly impact the County's financial plan.

Uses of Funds

Departmental expenditures directly appropriated within the General Fund continue to grow at a healthy rate.

Department	FY 1995-96	FY 1996-97	% Change
Aging Services	\$ 1,643,135	\$ 1,972,023	20.0%
Community Corrections	3,500,497	3,427,911	(2.1%)
District Attorney	9,860,801	10,948,801	11.0%
Environmental Services	9,028,005	8,662,104	(4.1%)
Health	7,665,289	8,445,807	10.2%
Sheriff	41,287,050	43,461,424	5.3%
Support Services	included in Non-Dept.	8,850,127	n/a
Non-Departmental	21,899,851	21,136,149	(3.5%)
Independent Organizations	included in Non-Dept.	408,834	n/a

Part of the increase in each department results from some \$4.7 million in information and radio services previously budgeted in Non-Departmental that have been "spread" to the operating departments, including \$1.4 million in the Sheriff's Office. You can review specific reasons for the rest of the changes in the departmental narratives in this document.

Some of the community needs that are addressed in the adopted budget include:

- \$10 million in one-time grants to the school districts within the County to assist them with their funding problems brought on by the full implementation of Measure 5 and the State funding formula for local schools;
- over \$1 million in restorations of federal and state reductions for primary health care, the homeless, school alcohol & drug /violence prevention services, and meal programs for the elderly;
- over \$3 million to continue or to enhance local efforts to help prepare children to enter school, to help teachers and parents ensure that children are safe and stay engaged as productive students once they enter school, and to assure that youth *graduate* from school -- these were areas the County had participated with the districts in previous years;
- increased investment in our information technology infrastructure -- both human and physical capital.

Transfers to the Federal/State Fund

The following table indicates the changes in cash transfers from the General Fund to the Federal/State Fund:

Department	FY 1995-96	FY 1996-97	% Change
Aging Services	\$ 2,108,741	\$ 2,487,974	18.0%
Community & Family Services	16,021,715	20,421,058	27.5%
Community Corrections	2,806,821	4,156,982	48.1%
District Attorney	344,693	385,517	11.8%
Health	23,904,132	26,383,879	10.4%
Juvenile Justice	109,695	97,610	(11.0%)
Sheriff *	32,776	903,752	2657.4%
Support Services	133,639	141,916	6.2%
Non-Departmental	98,869	372,692	276.9%

* This number reflects the transfer of the entire River Patrol function into the State and Federal Fund, which accounts for all but about \$30,000 of the increase.

It is interesting to note that while expenditures in the Federal/State Fund increased by \$15.6 million (7.9%), the transfer from the General Fund to the Federal/State Fund increased by \$9.8 million, to a total of \$55.4 million and 27.8% of total Federal/State Fund expenditures. *The General Fund accounted for 63% of the increase in spending in the Federal/State Fund adopted for the coming year.*

This is a particularly disturbing trend in light of (1) the conversations going on in Washington DC regarding block grants and other mechanisms to slow the increase in Federal dollars going to states, and eventually to local governments, and (2) possible State funding reductions in many of the social service arenas as the impact of prisons and the difficulties with school funding make the next biennium a difficult budget for State legislators.

The adopted budget provides for some backfill to Federal/State programs, and a promise to look at the County's obligations and priorities in these areas. This is important and timely, as the increase in Federal/State spending recorded in that fund is being driven by ever-increasing General Fund transfers into that fund.

Full Time Equivalent Positions

The County continues to take on new functions, some of which were once the work of State government. We also are expanding some of our traditional services. Since we are in the business of providing services, and service is by its very nature a labor-intensive business, the number of County employees continues to grow. A net total of 225.89 new FTEs are part of the adopted budget; 3.06 in the General Fund, 84.28 in the Federal/State fund (supported in whole or part by the General Fund), 31.60 supported by the new Library Serial Levy Fund, 42.72 supported by the new Jail Serial Levy, 5.0 in Facilities Management in support of bond and SB 1145 construction projects, and 59.23 from all other funds. Some of these changes include (approximately -- not all detail is reflected in the following list, so it will not "add up" to 225.89):

- *41.29 FTEs in the Sheriff's Office* -- a majority of these new positions are funded through the Jail Levy and provide services to support existing and expanded correctional facilities -- 21.0 at the Courthouse Jail, 9.40 for the Restitution Center, 6.46 for Corrections and Warrants Records, 6.0 Counselors, 4.10 Alcohol and Drug, 2.82 FTEs to staff the Gresham Temporary Hold Facility, and the rest in a variety of work areas;
- *44.22 FTEs in Community and Family Services* -- 13 of these were added during the current year to staff the Singles Housing Assessment Center (SHAC), 6.7 in Alcohol & Drug programs, 3.5 to implement the Children's Capitation Pilot Project, 2.0 Family Resource Coordinators, 2.5 planning positions for supportive housing, 3.0 Family Intervention Specialists at Touchstone sites, 2.0 Office Assistants for capitation efforts, 1 Office Assistant for A&D managed care efforts, 2.0 planners in Community Action, additional Developmental Disabilities case managers, an Office Assistant to support RESULTS and Domestic Violence, a Grant-Writer, a Fiscal Specialists, and a Planner for the Child, Youth & Families Program;
- *30.1 FTEs in the Library* -- 20.47 of these are at the Central and branch libraries in order to accommodate increased hours of service that are funded from the new Serial Levy, 2.56 for technical support and training, 1 for expanded outreach services to in-home day care providers, and 1 for new grant programs;
- *30.5 FTEs in Community Corrections* -- 8 of these are for additional MIS staff to assist in the use of information technology throughout the department, 13 Corrections Technicians which were added during the current year and are annualized in this budget, 5 for Alternative Community Service projects to add work crews that will address the backlog of community service projects and 2 for Sanction programs;
- *23.9 FTEs in Aging Services* -- 18.7 associated with increased caseload growth in the Medicaid branches and paid for with Title XIX funds, 1.0 to provide better Senior Helpline service, 2.0 computer-related positions to train staff and provide network support, 1.2 for the Public Guardian Program, and 2 Office Assistants which replace 1 Operations Supervisor at the new East County branch;
- *12.17 FTEs in the District Attorney's Office* -- almost all of them paid volunteers associated with the AmeriCorps Members for Public Safety Program
- *16.96 FTEs in Environmental Services* -- 6.0 in the Transportation & Land Use Planning Division to respond to workload increases in bridge engineering, LAN administration, surveyor and road maintenance, 5.0 in Facilities & Property Management for project management and support associated with bond/SB 1145 construction projects, an additional Animal Control Officer to deal with leash law violations, and staff at Facilities to replace temporary help and contractual maintenance;
- *5.78 FTEs in Juvenile Justice* -- 5.0 associated with the annualization of the Residential Sex Offender program, and 3.0 that convert temporary positions in Detention to full-time status;
- *a net increase of 3.47 FTEs in Support Services* -- 6.0 to support the *Strategic Plan for Information Technology* (2 to form a geographic information systems (GIS) unit, 3 for data modeling/data management, and 1 policy/research position to coordinate implementation of the plan) -- these new positions are mostly offset by the reduction of 7 other positions within the Information Systems Division, and 2.5 in the Office of the Director -- 1 to support database applications currently in use within the division;

- *a net increase of 2.94 FTEs in the Health Department* -- this includes the loss of 3.44 positions in Primary Care as a result of declining Medicaid fees, capitation and grant revenues, a loss of 7.75 positions in the HIV/Women's Project funded by the Center for Disease Control, a loss of 9.68 positions funded by a National Institute of Drug Abuse grant, new positions for STARS (4.13) and for a new School-Based Health Center (3.62), Center for Substance Abuse Treatment (CSAT) grant (7.0), Neighborhood Access Program (3.0), Babies First and Oregon Commission of Children & Youth revenues (3.7), CareOregon enrollment growth created the need for additional positions in that operation (4.45) and 3.7 positions added as the department created a Quality Office all offset some of the position reductions.

Compliance with Financial Policies

Given the need for funding the County's school contribution, some of the County's reserves were used for that purpose. However, this budget adds another \$1.5 million to the Reserve and continues movement toward the goal to build a General Fund reserve of 5% of budgeted expenditures. This will bring that reserve to a total of \$6.1 million continuing the incremental growth in the reserve and moving towards the goal as stated in your Financial Policies. Had the Board fully funded the reserve, the total required would have been approximately \$9.6 million.

Likewise in order to fund the County's contribution, the additional \$500,000 in reserves that was part of the proposed budget, could not be retained. As we have indicated previously, under the current scenarios for value growth, we would limit our actual levies in the 2nd year (\$1.9 million less) and 3rd year (\$4.0 million less) if we are to avoid using a portion of the other jurisdictions' share of the \$10 Measure 5 limit. So we have to either build a reserve in the next two years, reduce other General Fund/Levy Funds programs in order to remain within our share of the cap amount, or come to a different understanding with the other jurisdictions about how to divide the \$10 cap. Since we could not put anything aside in this adopted budget for this purpose, I would urge the Board to think about placing any unanticipated funds received during the next two years in this reserve -- should you remain committed to the current "share" arrangement -- so you can more easily deal with this difficulty in FY 1997-98 and FY 1998-99.

Increased investments in our information technology infrastructure and our physical plant, even though they are being funded with ongoing revenue, are still insufficient to permit the Board to be in compliance with our Financial Policy related to the Allocation for Facilities Maintenance and Repair. The County finds itself, even at higher levels of investment, still responding in an emergency fashion to physical plant failures and unable to "get ahead of the curve" in terms of preventative maintenance. The increases in our funding for maintenance and repair has merely permitted us to better respond to emergency failures to our physical plant.

The serial levies for the Library and Jail services were approved by voters for renewal on May 21st. Our challenge in the coming year will be to deal with these short-term local revenue streams. Our Financial Policy calls for us to seek voter approval to add these levies to the tax base.

The Black Cloud in our Silver Lining

There are, even in an otherwise rosy-looking future, several areas I want to caution you about. There are many versions of tax and/or assessment limitation petitions being circulated in an attempt to get them placed on the November ballot. Some of these initiatives would have more desperate impact on the County's revenue structure than others, but all would impact the ability of the County to fund its operation from the property tax. The property tax provides \$158.1 million in revenue for County operations -- 18.0% of all County revenue and 55.8% of the revenue to the General Fund. Many of the proposals being circulated would have the effect of reducing those revenues and putting the County in a permanent state of tax compression. Measure 67, the so-called "cut and cap" initiative, would reduce property tax collections by an estimated \$38 to \$40 million.

As the Federal government moves towards a solution to their chronic budget deficit problems -- and it now appears that all parties have agreed on a seven-year time frame for doing so -- reductions, or at least reductions in the rate of growth, of federal outlays destined for Multnomah County seem inevitable. Some have begun to wonder about how committed the State government might be in the next biennium to some of their current funding obligations to social services as they struggle with their increased requirements for corrections and the call for ever-greater contributions to school funding (both for K-12 and higher education). The impact on our ability to fund services could be significant. The Federal/State Fund accounts for 25.9% of all County expenditures, and we are already seeing the impact of cutbacks in some parts of our programs. I am certain this problem will grow, with a forbidding sense that the pressure from the local community to backfill coming cuts will be significant. It is, after all, in the local community that the impacts of Federal and State government decisions to make cutbacks is finally felt. This proposed budget already includes both backfills in Federal/State programs and warnings about the impact of backfills not made. This may be most significantly felt in the area of Medicaid funding -- a significant commitment for the County.

Finally, you are already aware of, and working to find solutions to the funding of basic infrastructure maintenance, as well as the impending need for more building space. The Willamette River bridges need a source of funds to begin significant repairs. The space planning efforts have identified the need to begin thinking of new courthouse constructions, and some of our office requirements may be best met by vacating leased space for owned space as those leases come up for renewal in the next few years. These basic infrastructure requirements cannot be deferred much longer, and the solutions will not come easily.

Contingency Account

Finally, due both to our Financial Policy for Contingency Account appropriations and other funding requirements not yet fully known, not all of our General Fund monies have been recommended for specific appropriation. We have set aside \$3.025 million in the Contingency Account for the Board to have in case additional appropriations must be made in the coming fiscal year.

This amount includes the "traditional" contingency funding of \$1.25 million based on actual use in prior years; \$525,000 set aside for program ideas that the Chair's Office has not yet fully defined, but for which it is known that additional funds will be required (youth employment, adolescent girls' specific programs, courthouse consultants, etc.); and another \$1.25 million because we believe the coming year presents us with the potential for extraordinary contingent needs in a variety of areas (Jail Programs, Youth Investment Program --or Level 7, Children's Capitation Project, Crisis Triage Center and the Community Resource Programs of the Strategic

Investment Program). Since the specifics of those needs are not yet known in detail, the Adopted Budget appropriates these funds to the Contingency Account.

This approach requires the Board to take subsequent appropriation action *before* the funds can be spent, requiring more specific explanation to and approval of the entire Board of County Commissioners.

In Appreciation

I want to take the opportunity to thank the people in my office who have worked long and hard to produce this document. First to Dave Warren whose service as Principle Analyst cannot be appreciated enough. His knowledge of the budget process and Multnomah County operations is irreplaceable. His work in keeping decision-making organized and on track serves the organization and the Chair very well. Thank you Dave for being as good as you are.

My sincere gratitude and appreciation to the rest of the budget patrol staff: Mark Campbell (Revenue Analyst), Wendy Byers (Health Department), Karyne Dargan (District Attorney, Sheriff's Office, and Community Corrections), Keri Hardwick (Environmental Services, Library and Support Services), Ching Hay (Aging Services, Elected Officials and all Non-Departmental), Chris Tebben (Community & Family Services and Juvenile Justice), Mark Lear (Intern) and to Kathy Nash (Office Assistant who makes this document come together). I also want to thank Jim Carlson for his work with the analyst staff and department personnel on Key Results Measures and on performance evaluation. He is a very valuable contributor to the county's effort of reaching excellent service through leadership and team strategies. I am very pleased to have taken him from state employment.

I want to single out two of my staff who I feel performed "above and beyond" during the past year.

First to Keri Hardwick who not only took on additional responsibilities for departmental analysis, but also served as the analyst for information technology issues. This work was, itself, more than a full load, yet she managed to also develop an entirely new budget database for our use this year. This system development work would have been worthy of a full-time assignment, so I hope you can appreciate the tremendous amount of quality work she has accomplished this past year. (Keri has spent so much time in the Portland Building this year, we considered charging her rent!) I hope to convince departments to utilize this database for budget development next year, assuming it can meet their needs or be modified to do so. Such an accomplishment would replace eleven budget development systems with one integrated system. Even if this does not pass, the new system Keri worked so hard to develop has made our job of analysis and document production much easier.

Second I must tell you how much I admire the work of Chris Tebben. She also worked on aspects of our budget-making system in creating linkages between the database and the production of document pages -- sparing us many hours of rework. Chris, in addition to her regular departmental assignments, has assisted Bill Farver and the Wellness Team in their work to sift through the many program proposals, has worked on several special assignments, and has begun the promised report to the Board on Jail Privatization (which we hope to deliver to you this summer). I find her analysis work to be superb and wanted to tell her and the rest of the County world in this public manner. I hope you will forgive my indulgence. Chris is leaving the Budget Office to go to work for the Multnomah County Commission on Children and Families, they are lucky to have her, and our office will miss her a great deal.

I also want to acknowledge the work of Mark Campbell in preparing this year's Five-Year Forecast. He and I have talked about how improved it is from last year's forecast and I want to plead with you to review it. It can be found in the beginning of this document and should be read in order to have a context for next year's budget.

While not always directly related to the development of the budget, I must acknowledge the other members of my office team -- Tom Darby and his work on grants development, and John Rakowitz, the County's SIP Coordinator.

I also want to thank the many people who labor on the Citizen's Advisory Committees -- their advice is very valuable to the departments, to my office and to the County Chair as we prepare this budget proposal.

Finally, I must express my gratitude to the fine people in the departments who have been working on budgets since December and before. This is their proposed expenditure plan for next year, and I hope we have done justice to it by this document. We have recently begun a debriefing process on the way the Chair's Office develops the budget proposal, and will be working with departments and the Chair's Office to continuously improve this important management process during the coming year.



R. Barry Crook
Budget & Quality Manager

Aging Services

Department Services

The mission of the Aging Services Department is to ensure that persons age 60+ are offered a range of quality services that:

- Promote their well-being and independence
- Provide for a safe living environment
- Protect the individual's right of self-determination
- Target resources to frail and vulnerable persons
- Protect adults who are abused, neglected or exploited

Aging Services offers the following services:

- Program development and advocacy
- Single entry/easy access to services through information and referral, gatekeepers and twenty-four hour access
- Case management/need assessment, eligibility, case plan development and service monitoring
- Adult care home regulation and licensing
- Public Guardianship/Conservatorship
- Protective services
- Minority services coordination
- Contract and service management
- District Centers
- Nutrition
- Transportation and special services
- In-home services
- Multi-disciplinary teams

FY 1996-97 Summary Information

Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	168.87	179.70	179.70	203.60	23.90
Departmental Costs	\$15,581,754	\$16,721,344	\$16,297,033	\$18,225,841	\$1,928,808
Program Revenues	\$13,360,857	\$14,105,555	\$13,681,244	\$15,132,032	\$1,450,788
General Fund Support	\$2,220,897	\$2,615,789	\$2,615,789	\$3,093,809	\$478,020

Key Trends:

- ASD received additional Medicaid funds through Senior and Disabled Services Division of the State of Oregon. These funds are for increased caseload growth in the Medicaid branches. That growth has exceeded 20% over the past three years in community-based care.
- ASD funding from the Federal Older American's Act has been reduced due to cuts made by Congress. These funds are used for support services such as case management, and for congregate and home-delivered meals. USDA funds are also expected to be about \$50,000 less than the prior year.
- Funding of \$91,624, together with \$11,500 from east county cities of Gresham and Fairview to establish a ninth district center in east Multnomah County, the area with the fastest growth in the elderly population.
- The growth in the population older than 85 is increasing faster than the population as a whole. This group is generally in need of more services than other elderly.

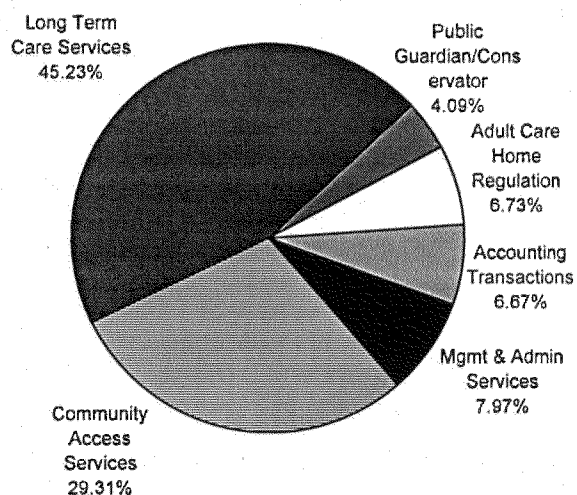
Aging Services

Budget Highlights

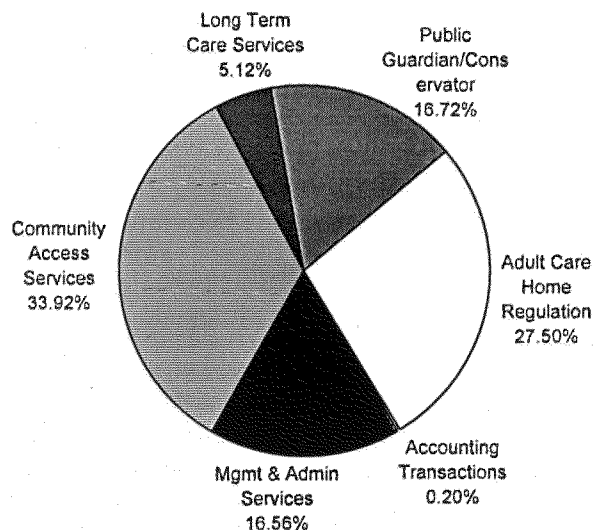
- *Additional Medicaid funds through Senior and Disabled Services Division of the State of Oregon for increased caseload growth in the Medicaid branches. This growth has exceeded 20% over the past three years in community-based care. The number of additional employees funded by increased Title XIX funds is 18.70.*
- *Reduction in Federal Older American's Act funding by about \$115,000. These funds are used for support services such as case management, and for congregate and home-delivered meals. USDA funds are also expected to be about \$50,000 less than the prior year. Funding for congregate and home-delivered meals provided through Loaves and Fishes of \$118,728 is now provided by the County General Fund.*
- *Increase in Oregon Project Independence funding by 4%. These funds are used for in-home services and case management in the District Centers.*
- *Addition of 1 employee and equipment upgrades to provide better Senior Helpline service.*
- *Increase of 2 computer related positions to train staff and provide network support.*
- *Funding of \$40,000 for one more year to develop programs and services for seniors living in the Brentwood Darlington neighborhood.*
- *Addition of 1.20 employees in the Public Guardian program to provide more timely service.*

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET

**All Funds
\$18,225,841**



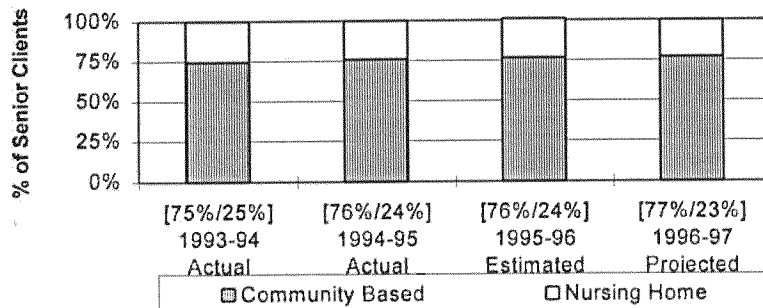
**General Fund Only, Including Cash Transfers
\$4,459,997**



Aging Services

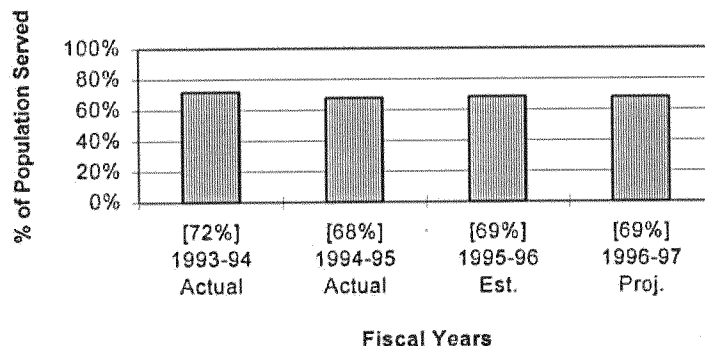
Performance Trends

Assisting Seniors to Live Independently



Three out of four Aging Services case management clients are living in supportive environments other than nursing homes. This community based care - help in one's own home, or residence in adult foster care or other assisted care home - is less expensive than nursing home care and is responsive to client choice.

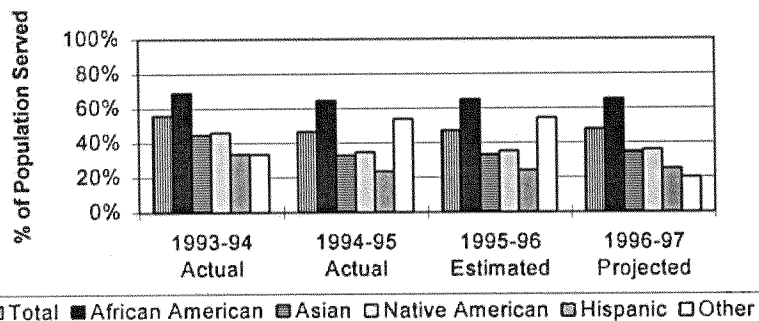
Over Age 75, Frail Elderly Served



Two-thirds of frail elderly people over 75 years of age are served by the Aging Services Department. This rate of service has been increasing in recent years.

Frail elderly people are most at risk for needing nursing home placement. The Gatekeeper program has been successful in identifying older frail individuals.

Frail Minority Elderly Persons Served

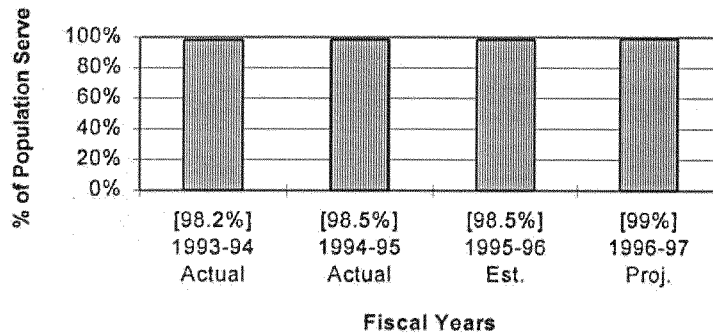


Overall, almost half of the frail minority elderly residing in Multnomah County are served by Aging Services Department programs.

ASD Ethnic Policy has focused outreach activities toward the unserved ethnic elderly.

Aging Services

Low Income Frail Elderly Served



National studies report 32% of persons over 60 require assistance with one activity of daily living.

Aging Services served 99.5% of the frail low income elderly in Multnomah County who are estimated to have this level of need.

Community Corrections

Department Services

The mission of the Department of Community Corrections is to enhance public safety and promote the positive change of offenders in the community through integrated supervisory, rehabilitative and enforcement strategies.

The Department of Community Corrections offers the following services:

- Management and coordination of community corrections activities with other criminal justice and social service agencies.
- Supervision services for adult pre- and post-sentenced offenders.
- Evaluation services addressing sentencing recommendations, substance abuse and mental health treatment services.
- Services to address substance abuse, mental health, housing, literacy, employment, child custody, marriage and reconciliation, and basic living skill needs.
- Sanction programs that provide structured alternatives to prison.

Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	284.66	339.40	323.90	354.40	30.50
Departmental Costs	\$24,465,039	\$24,467,519	\$24,894,445	\$28,459,839	\$3,565,394
Program Revenues	\$20,868,244	\$18,713,178	\$18,964,127	\$21,251,946	\$2,287,819
General Fund Support	\$4,042,668	\$5,754,341	\$5,930,318	\$7,207,893	\$1,277,575

Key Trends:

- Added contracts for cognitive restructuring/anger management. Increased contracts for mental health services, sex offender treatment slots and polygraph services.
- Staffing increase of 21.50 full time employees in Integrated Service Districts, Diagnostics, Sanction Programs, Client Support and Services, and Administration. There are an additional 9.00 full time employees in MIS Administration and Field Services.
- As Senate Bill 1145 goes into effect, state offenders sentenced to 12 months or less will be shifted to County jail facilities and corrections programs. DCC will work closely with the Local Public Safety Coordinating Council and all interested stakeholders to address this issue.
- DCC has formed a Community Relations Team in the Administrative Office to coordinate information and education initiative, neighborhood livability projects, victims services, and contracted services. Working in conjunction with the Alternative Community Service Program, offenders under DCC supervision get involved in neighborhood activities and have contributed to the quality of life in their own communities by working on clean-up, landscaping and other labor-intensive projects identified by neighborhood associations.

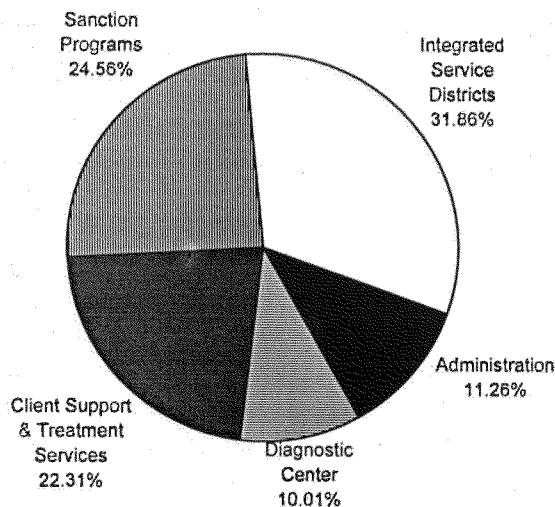
Community Corrections

Budget Highlights:

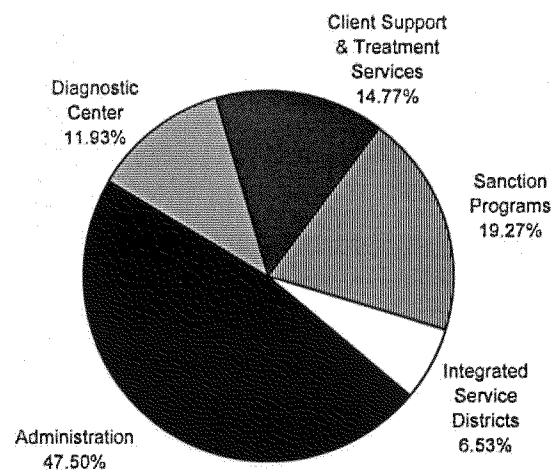
- *Opened new field office in the St. John's area.* With the opening of the new Peninsula Office, DCC now has a service office in each of Multnomah County's six designated service districts. The Peninsula Office will also serve as a pilot project for restorative justice model to address community problems and concerns as they relate to criminal behavior.
- *Expanded the Domestic Violence program by increasing staff from three to eight full time employees.* Domestic violence has been designated an urgent benchmark by Multnomah County and the State of Oregon. Effective intervention in domestic violence requires a coordinated response, which supports women and children seeking safety and provides a strong law enforcement response. In particular, offenders convicted of crimes against their intimate partners must receive a strong, consistent message that continued harassment, assaults or harm will not be tolerated. By continued development of the Department of Community Corrections Domestic Violence Reduction Unit, a higher percentage of domestic violence offenders will receive that message, and will not re-offend.
- *Received a new Drug Court Grant to enhance the population served in the Drug Diversion Program.* The purpose of the Drug Diversion Program is to reduce the substance abuse and related criminal activity in a population of offenders charged with drug possession. This program is consistent with Multnomah County's urgent benchmark for access to services. The Department provides contracted treatment/acupuncture services for diversion clients referred by the Circuit Court. Approximately, 850 offenders per year will be served, resulting in savings for indigent defense, police overtime, and probation supervisions costs.

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET

All Funds
\$28,459,839

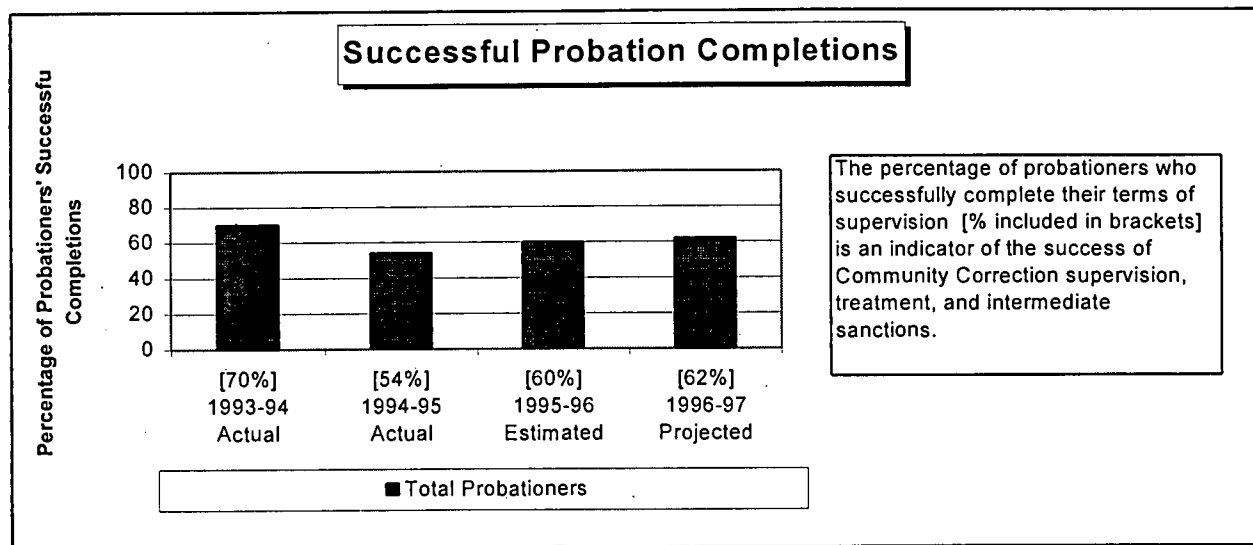


General Fund Only, Including Cash Transfers
\$7,584,893



Community Corrections

Performance Trends



Community & Family Services

Department Services

The Department of Community and Family Services works collaboratively to further the continued development of individuals, families and communities by leveraging resources, maximizing capacities and maintaining a quality driven system of uninterrupted services which are easily accessible to the people of Multnomah County.

The Department of Community and Family Services contracts with over 250 organizations to provide the following services:

- Alcohol and other drug screening, assessment, treatment and prevention services, serving approximately 58,000 persons.
- Anti-poverty programs providing advocacy, economic opportunities and self-sufficiency supports to over 22,000 individuals along with energy or weatherization assistance to over 14,000 households.
- Development of affordable housing and public works improvements.
- Services to over 3,700 individuals with developmental disabilities, including advocacy, service coordination, residential, vocational, respite, family support and emergency services.
- Mental Health screening and evaluation, treatment, family support and crisis services to over 7,250 adults and 7,000 children.
- A network of seven Family Centers located throughout the County providing a full spectrum of programs for youth and families. Over 3,100 youth and 325 families have used services ranging from prevention to intensive intervention programs.

FY 1996-97 Summary Information

Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	284.30	329.36	329.36	373.58	44.22
Departmental Costs	\$76,062,256	\$87,569,293	\$85,413,813	\$99,961,048	\$14,547,235
External Revenues	\$62,430,988	\$75,975,573	\$69,392,097	\$79,334,866	\$9,942,769
General Fund Support	\$13,631,268	\$16,118,804	\$16,021,716	\$20,876,182	\$4,854,466

Key Trends:

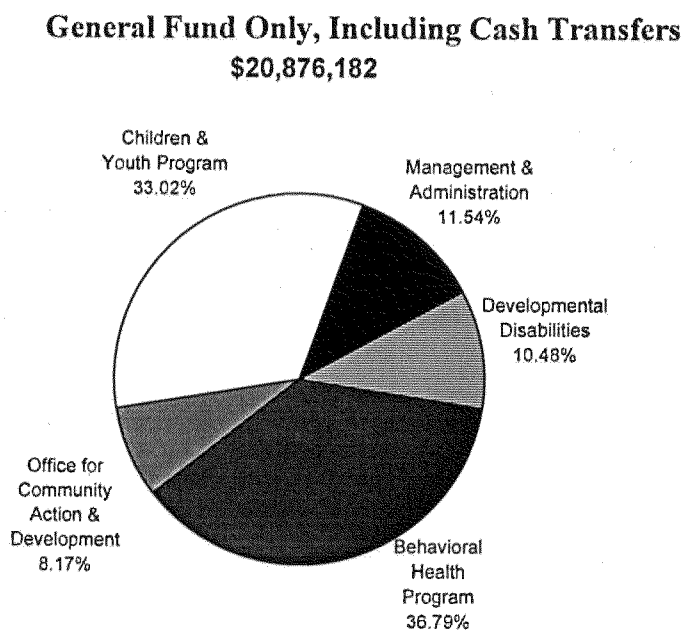
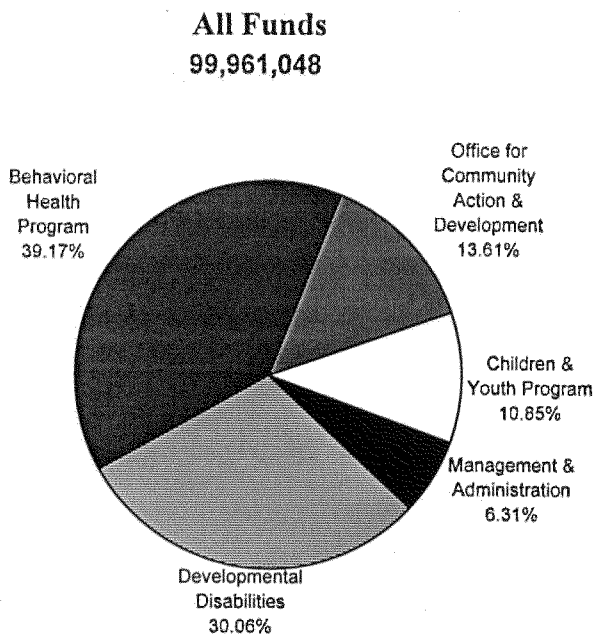
- The Behavioral Health Program was created by reorganizing the former Alcohol & Drug program and the adult and children's mental health programs. This new program positions Community and Family Services as a key player in managed care.
- New strategies are being developed to involve families more closely. The Community Leadership Institute coaches parents to advocate for their children in the schools. A Family Involvement Coordinator was added to increase parents' involvement in shaping services for their children. This position will be filled by contracting with parents.
- Staffing increases by 44.2 full time positions. Staffing increases include 13 positions to operate the Singles Housing Assessment Center, 3.5 positions for the Children's Capitation Project, 2.5 planning positions for the supportive housing grants and 3.5 Family Resource Center Coordinators.

Community & Family Services

Budget Highlights:

- *Implementation of managed care for children's mental health.* State Medicaid revenues of \$10.5 million are added for the Children's Capitation Pilot Project. The County is responsible for managing mental health care for 38,000 Medicaid-eligible children and adolescents. Medicaid services were formerly reimbursed directly from the State to providers.
- *Receipt of HUD grants for housing programs.* The department will receive over \$2 million in new grants in 1996-97 from the Department of Housing and Urban Development for transitional housing programs to help homeless families find permanent housing. The grants fund construction and operation of a transitional housing facility, as well as case management and supportive services for families in the facility.
- *Expansion of Parent Child Development Services.* Parent Child Development Services will be expanded to serve children aged 4-5 at the Family Centers. The expansion will provide uninterrupted support for children from birth until they enter school.
- *New homeless and housing assessment shelter.* The Singles Housing Assessment Center (SHAC) was added during 1995-96, providing shelter to 94 homeless people per night. The SHAC is a homeless shelter built by the City of Portland and staffed and operated by the County. The program provides temporary shelter for individuals while assessing their housing needs in order to find permanent housing.
- *Support for school-based programs.* One-time-only support is provided for several school-based programs, primarily to backfill expiring federal grants. Programs include: the Hispanic retention program which prevents drop-outs, eight Portland Public Schools Touchstone sites for family alcohol and drug intervention, the Counteract program for students with alcohol and drug violations, and case management for children aged 0-5 who have developmental delays.

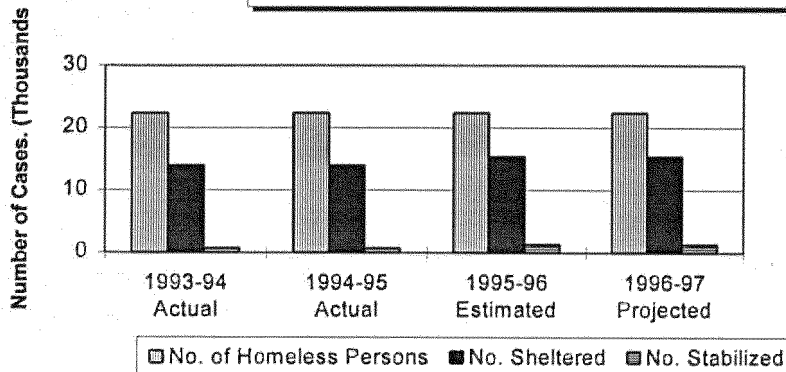
TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET



Community & Family Services

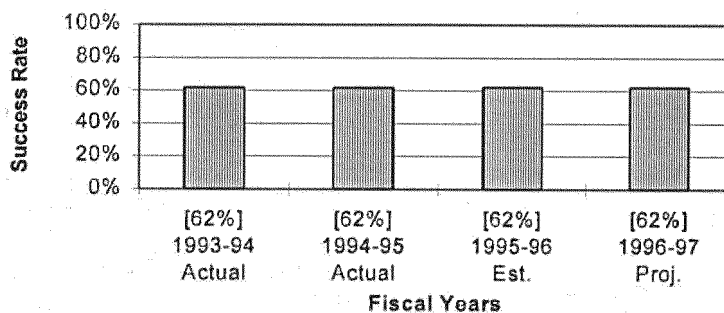
Performance Trends

Homeless Population Sheltered/Stabilized



The number of homeless sheltered and stabilized increased in 1994-95 due to the implementation of the Winter Plan, which provides additional shelter capacity of 275 beds during the winter months. It estimated that in 1995-96 an additional 1,400 will be sheltered.

Successful Diversion of Youth Offenders



The Diversion Program, a partnership between the Family Centers and the Juvenile Justice Division, has reduced recidivism among youth offenders. In 1993-94, 61.8% of youths completing the program did not have subsequent offenses within a year, compared with 43.6% of comparable youth offenders who did not participate in the Diversion Program.

District Attorney's Office

Department Services

The mission of the Multnomah County District Attorney is to see that state and local laws are fairly enforced in order to maintain the rule of law. Specifically, the office has the responsibility to prosecute in the State Courts felony, misdemeanor, and local ordinance violations occurring in the County. The District Attorney is both an administrator of justice and an advocate and must exercise sound discretion in the performance of the prosecutorial function. Further, the duty of the prosecutor is to be an administrator of justice, seeking reform and improving the administration of criminal justice.

The District Attorney's Office provides:

- Felony Prosecution
- Targeted Crimes Prosecution (ROCN Task Force, Gang Unit, Forfeiture, Domestic Violence)
- Misdemeanor and Violation Prosecutions (DUII, Traffic Crimes)
- Multidisciplinary Child Abuse Team
- Juvenile Prosecutions (delinquency and dependency cases)
- Neighborhood DA Program
- Child Support Enforcement
- Victims Assistance

Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	176.05	191.66	190.66	202.33	11.67
Departmental Costs	\$12,839,329	\$12,689,145	\$14,174,501	\$14,405,662	\$231,161
Program Revenues	\$4,783,763	\$4,442,063	\$4,796,669	\$4,285,669	(\$511,000)
General Fund Support	\$8,521,863	\$8,247,082	\$9,433,832	\$10,578,898	\$1,145,066

Key Trends:

- Ballot Measure 11, which went into effect April 1, 1995, established mandatory lengthy prison terms for a number of offenses and requires that juveniles convicted of these crimes be subject to prosecution in the adult system. With Ballot Measure 11 approaching its first anniversary, it is still too early to tell definitively what the total impact will be on the District Attorney's Office. Early observations suggest that the trial rate for these cases is higher than previously expected. Furthermore, the arrest-to-trial time may increase. As a result, the increase in the trial rate requires more attorney time be devoted to these prosecutions
- Continual improvements in the procedures of the public agencies involved in the investigation and prosecution of child abuse cases via the Multidisciplinary Child Abuse Team.
- HB 3488 Property Crimes passes during a special session of the legislature in February 1996. The law, effective July 1, 1997 enhances the penalties for property offender who have a significant criminal history. There is an expectation that during the next 18 months defendants charged with property offense will have more of an incentive to contest the case. The District Attorney's Office will monitor the effects of the law during the upcoming year.

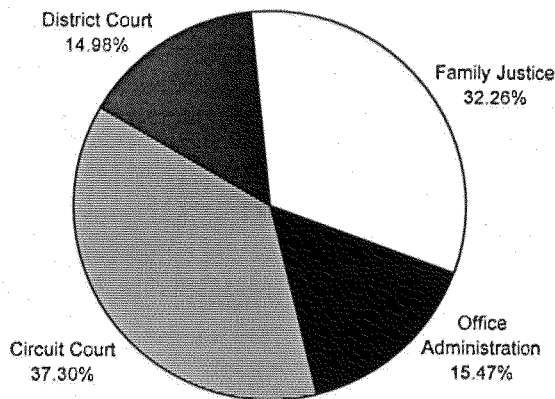
District Attorney's Office

Budget Highlights:

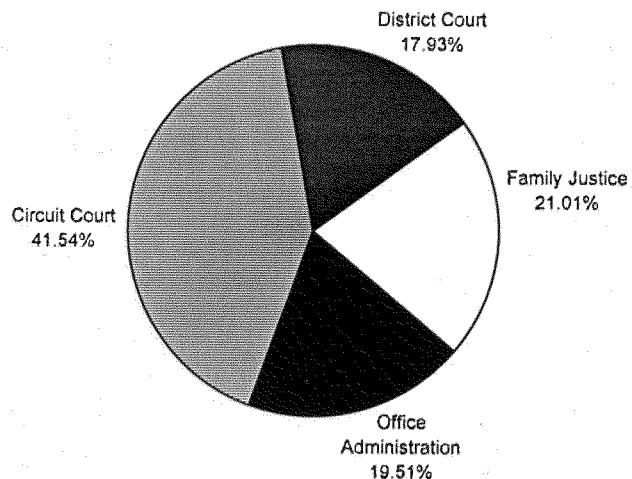
- *Addition of the Gang OCN Violence Enforcement Program.* This grant is funded for one year and targets gang members through the use of Oregon's RICO statute. This grant created three new positions.
- *The FINVEST Grant expires in June, 1996 and was backfilled with an add package.* The Deputy District Attorney IV will be assigned to the ROCN Task force in order to assist them in the more high level, complex narcotics cases.
- *The Americorps Members for Public Safety Program.* This grant funded program began in November, 1995 and will continue through October, 1996 with the possibility of being renewed for another year. This program added 10.33 FTE paid volunteers and staff assistant.

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET

All Funds
\$14,405,662

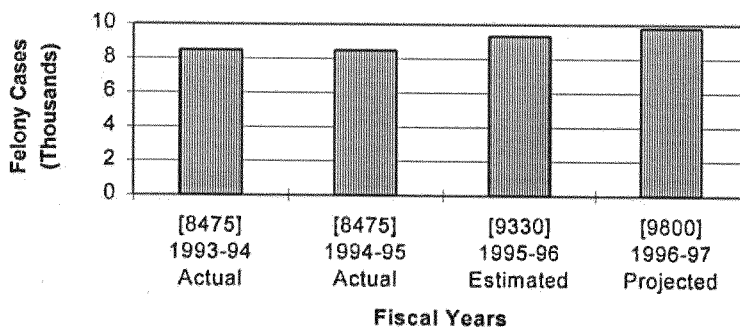


General Fund Only, Including Cash Transfers
\$11,377,987



Performance Trends

Felony Cases Issued



Felonies in Multnomah County continue to rise. In 1995-96 felony cases issued by the District Attorney's Office were over 9,300. Based on the observed trend, it is projected that the number of felony cases will push over 9,800 in 1996-97.

To effectively combat the felony caseload, the District Attorney has divided the work into Felony Trial Units, the Gang Unit, ROCN, Domestic Violence and the Child Abuse Team.

Environmental Services

Department Services

The Department of Environmental Services is composed of a diverse group of functions which can be broadly categorized into two types:

- **Mandated Services:** these programs are required to be provided under State or Federal laws. County service levels exceed mandated levels when it is determined to be in the interests of County citizens to do so.
 - Animal Control, providing protection for people and animals through the promotion and enforcement of responsible pet ownership.
 - Assessment and Taxation, providing property assessment, tax collection, recording and records management, and tax redemption and foreclosure. The division also provides support to the Board of Equalization and issues marriage licenses and passports.
 - Elections, performing all functions relating to elections for all governmental jurisdictions in Multnomah County.
 - Land Use Planning, providing development and enforcement of appropriate land use plans and ordinances for Multnomah County's unincorporated areas.
 - Transportation services for designated roads and bridges within Multnomah County, ensuring that the County's transportation system contributes to the vitality of the region in a safe and accessible manner.
- **Internal Services:** these services are provided primarily for County programs; however, other government entities also use these services in a primary or back-up role.
 - Distribution Services, providing mail processing and delivery services, including U.S. mail, inter-office mail, and some Central Stores and Health Supply deliveries.
 - Electronics Services, providing electronic equipment maintenance and installation services. Two-way radios and detention electronic equipment are the primary targets of these services.
 - Facilities and Property Management, including operations, maintenance, property management and capital improvement projects for County owned and leased properties.
 - Fleet Services, providing for vehicle acquisition, operations and maintenance needs, including a circulating motor pool.
 - Records Management, including receiving, coding, storing, retrieving, preserving and destroying County records. The program also develops appropriate retention schedules based on program needs and statutory requirements.

FY 1996-97 Summary Information

	1994-95	1995-96	1995-96	1996-97	
	Actual	Current	Adopted	Adopted	Difference
		Estimate	Budget	Budget	
Staffing FTE	489.56	531.50	531.50	548.46	16.96
Departmental Costs	95,033,451	140,915,308	146,187,561	270,438,248	124,250,687
Program Revenues	134,594,700	134,211,430	138,246,420	268,488,379	130,241,959
General Fund Support	21,478,774	14,680,618	13,556,957	13,045,556	(511,401)

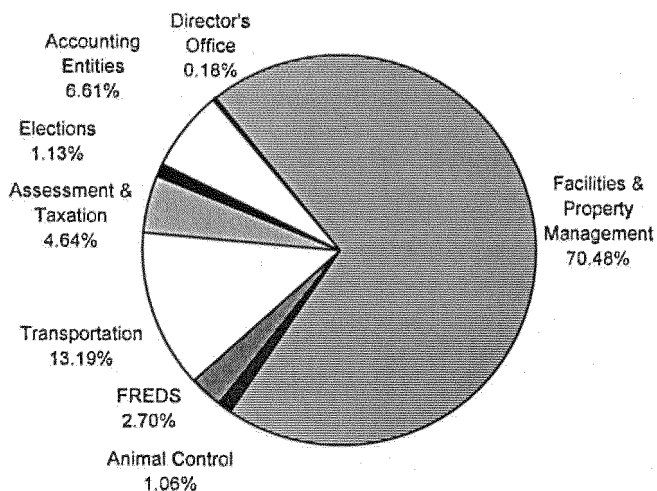
Environmental Services

Budget Highlights:

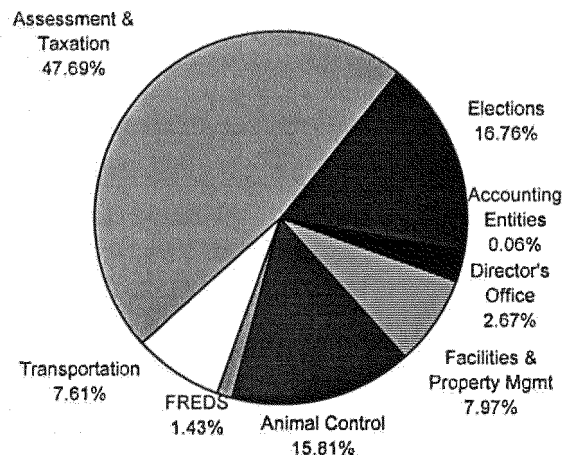
- *New capital projects.* The Department of Environmental Services' FY 1996-97 budget is increased by over \$130 million due to the addition of the Public Safety and Library bonds, and the SB 1145 public safety facility construction funding from the State of Oregon.
- *Initiation of change in Assessment and Taxation system.* A&T will begin migration from the mainframe to a division-based system in order to reduce costs, increase compatibility with other jurisdictions and provide more rapid response to change.
- *Department Re-Organization.* In FY 1995-96, the Information Services Division and three vacant department administration positions were transferred to the Department of Support Services; and the Land Use Planning Division became a program within the Transportation Division, which was re-named Transportation and Land Use Planning.
- *Service and Staffing Changes.* Animal Control will increase hours of operation at the Clackamas Town Center Adoption Outreach Center to seven days per week, and will add an officer for parks patrol; Records management will conduct a pilot project for archiving and preserving the Clerk of the Board's records; Facilities Management has added 9.10 FTE as a result of increased County space needs and to support the bond and 1145 construction efforts; Transportation has added 6.10 FTE to reflect changing program needs and to provide computer support to several DES divisions.

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET

All Funds, Including Capital Projects
\$270,438,248



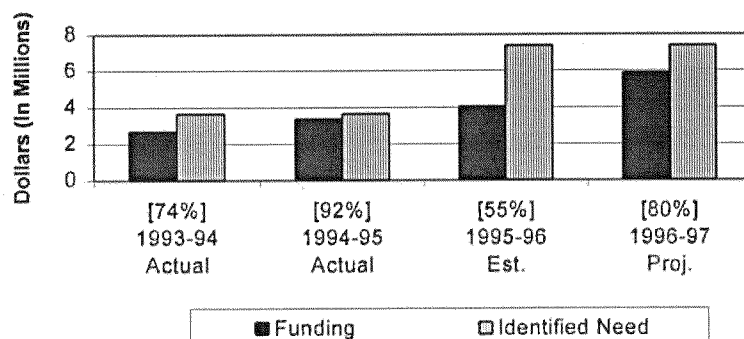
General Fund Only, Including Cash Transfers
\$18,219,227



Environmental Services

Performance Trends

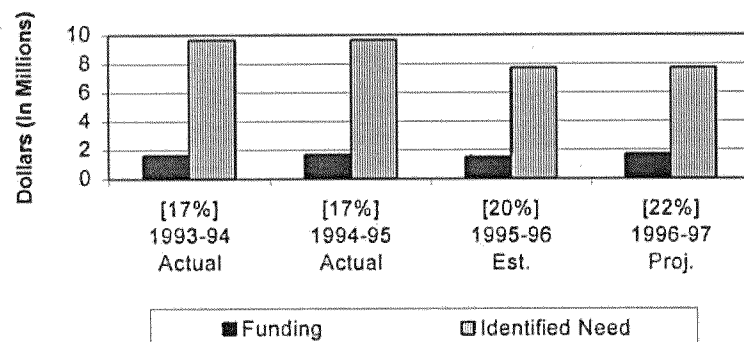
**Identified Infrastructure Needs Funded
Facilities**



Investment in the County's existing facilities infrastructure totals \$5,863,309 for FY 1996-97, which represents approximately 55% of the identified need. Identified need does not include seismic requirements.

Successful passage of the Library and Public Safety bonds, in May 1996, will provide nearly \$7 million toward the next five years' estimated needs.

**Identified Infrastructure Needs Funded
Willamette River Bridges**



Investment in the Willamette River Bridge infrastructure totals \$1,716,477 for FY 1996-97, which represents approximately 22% of the identified need. Identified need does not include seismic requirements.

Health

Department Services

The mission of the Health Department is to serve all county residents by:

- Protecting the community against health hazards, trauma, and spread of diseases.
- Preventing illness and serious health problems through early intervention and teaching of positive health behaviors.
- Promoting health through active participation in the development of public policy and through public and individual education.
- Providing health services for low-income and high-risk residents of Multnomah County.

The Health Department provides the following services:

- Primary health care services for 90,500 users of medical and dental services at primary care centers, dental clinics, school based health centers, and correctional facilities;
- Home visits to 32,000 high risk families, offering child abuse prevention, parenting skills training, and health education;
- Prevention and treatment of communicable diseases, such as tuberculosis, sexually transmitted diseases, hepatitis, and HIV;
- Inspection and regulation of certain businesses and public services including ancillary health care services such as ambulance services and death investigation;
- Advocacy for the improved health of the community, particularly the medically underserved and disenfranchised.

FY 1996-97 Summary Information

Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	721.61	809.51	809.51	812.45	2.94
Departmental Costs	\$88,055,647	\$111,062,529	\$114,644,663	\$113,861,153	(\$783,510)
External Revenues	\$60,904,444	\$82,233,550	\$85,415,053	\$81,647,344	(\$3,767,709)
General Fund Support	\$49,778,664	\$28,828,979	\$29,229,610	\$32,437,349	\$3,207,739

Key Trends:

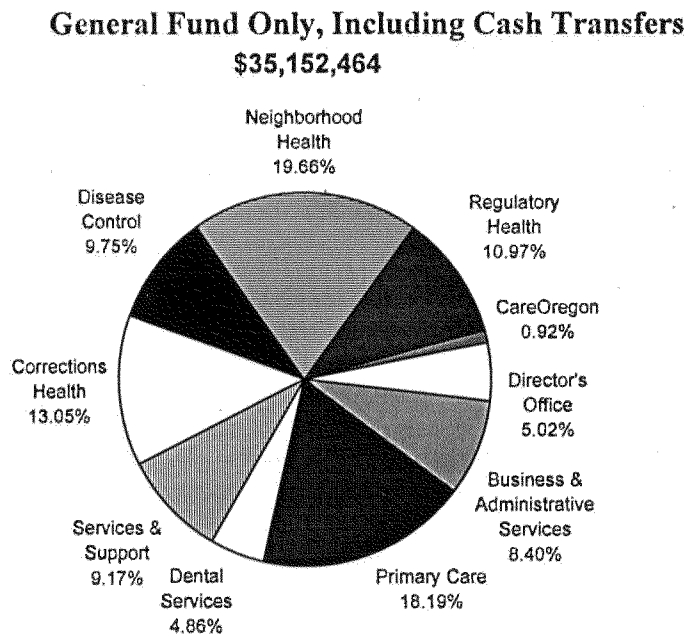
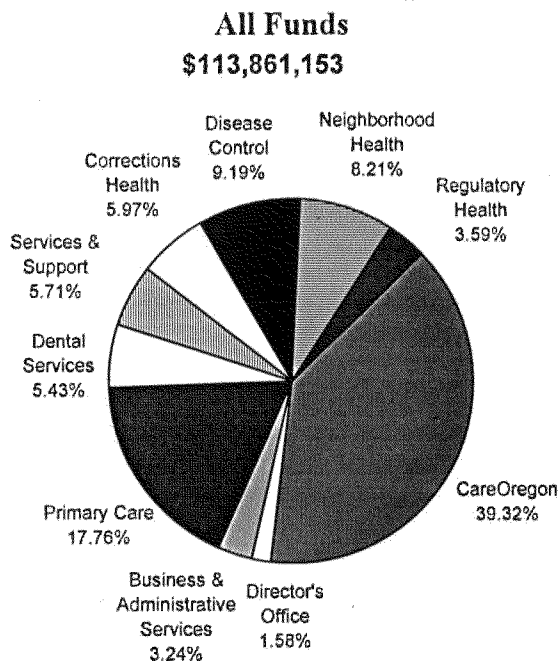
- Net revenue reduction of \$783,510. The most significant change is a reduction in fee-for-service and capitated Medicaid/Title 19 revenue for CareOregon and the Primary Care clinics. A NIDA grant funding the HIV/Women's project and a CPC grant for HIV risk reduction targeting the homeless population will also end in 1996-97. A new grant from the Robert Wood Johnson foundation will fund a new school based health clinic. County General Fund support was increased to fund Primary Care, Teen Pregnancy Prevention services, Brentwood-Darlington program support and expansion, and Dental equipment replacement.
- Staffing has increased by 2.94 FTE. The Primary Care division decreased by 3.44 FTE as a result of declining Medicaid fees, capitation, and grant revenue. Positions were added to Neighborhood Health Division to expand the STARS/WYN teen pregnancy prevention programs, for expansion of the Brentwood-Darlington model, and to add a new school based clinic.

Health

Budget Highlights:

- *Primary Care Medicaid revenues dropped by \$1.9 million.* In response to the revenue shortage, the Burnside Clinic will close and merge with the Westside clinic and the International Health Clinic will merge with the MidCounty Clinic. Other clinics have reduced provider teams and/or decreased clinic hours. The approved budget includes an additional \$600,000 in one-time-only County General Fund support, which will provide services for approximately 3,500 clients. This will give the Department time for planning, to clarify roles, and set service priorities, while keeping service disruption to a minimum.
- *Expansion of Students Today Aren't Ready for Sex (STARS).* This teen pregnancy prevention program will be expanded to all middle schools in Multnomah County. Waiting For Your Next (WYN), a program modeled after STARS, aimed at increasing the number of teen parents who delay a rapid, repeat pregnancy will also expand services to teen parents.
- *Brentwood-Darlington neighborhood health team will continue with County General Fund support.* This program offers home visits to all families with a pregnant woman or young child, and services including immunization, well child care, WIC, pregnancy tests, and initial prenatal visits. During the time the health team has been present in the neighborhood, postneonatal mortality has improved from 6.5 per 1,000 births to 3.53 per 1,000 births, compared to a state-wide average that started at 4.4 per 1,000 and dropped to 3.58 per 1,000. Funding is also provided to expand this model to other neighborhoods.
- *CareOregon membership has leveled off at approximately 24,000 enrollees.* Most managed care experts recommend a membership of 50-75,000 to assure long term viability. Under the current structure of ownership by Multnomah County, CareOregon cannot enter into what may be necessary affiliations or mergers that will assure CareOregon's survival. The CareOregon Advisory Board, with assistance from the County Counsel's office, is exploring possible alternative structures.

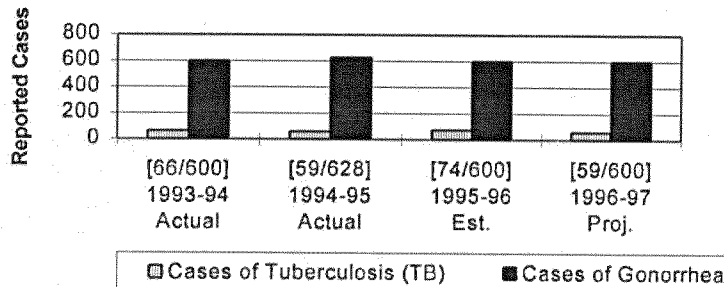
TOTAL EXPENDITURES BY DIVISION



Health

Performance Trends

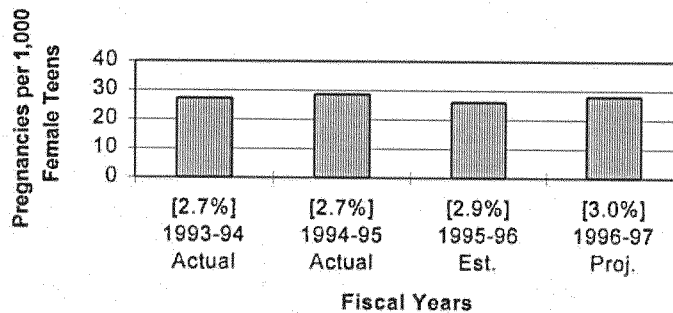
Tuberculosis and Gonorrhea



Measures numbers of cases of Pulmonary Tuberculosis and Gonorrhea reported among County residents per year.

The number of gonorrhea cases has stabilized because education for HIV control has led to practices that control other STD's.

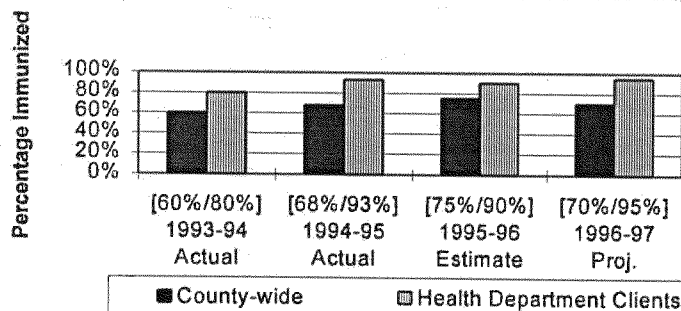
Teen Pregnancy Prevention



Rate of pregnancy among female County residents between the ages of 10 and 17. Calculated as the total number of live births and abortions divided by the total number of females in this age group.

Immunized Two Year Olds

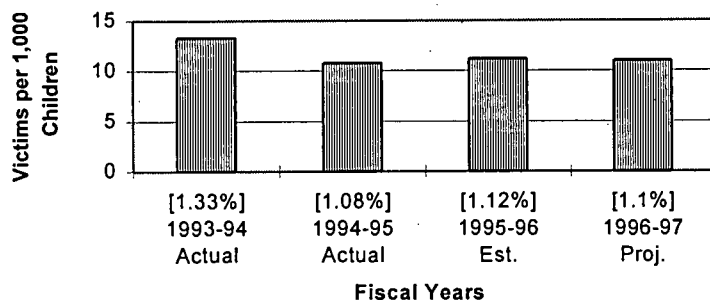
Health Department Clients as Compared to Total County



Measures percentage of two year olds County-wide who have received all recommended vaccinations against preventable diseases and percentage of two year olds receiving clinical services from the Multnomah County Health Department who are similarly immunized. An Immunization grant has enhanced outreach/education efforts for all County residents and enhanced service at County clinics.

Health

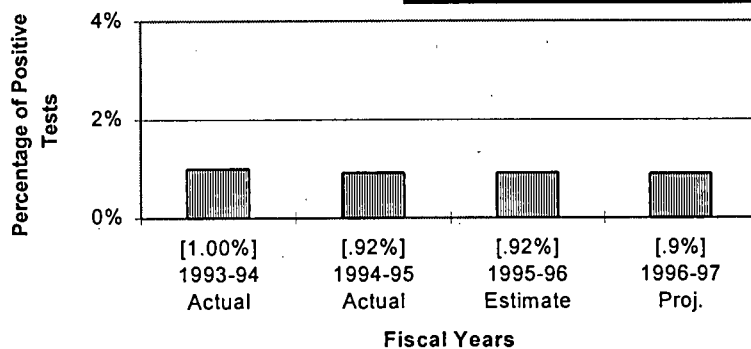
Child Abuse Rate



Percentage of individual children identified by CSD as victims of child abuse in Multnomah County per 1,000 children under 18 in Multnomah County.

Structural and funding changes at CSD in current biennium will have an unknown effect on child abuse cases in 1995-96.

HIV Seroprevalence Rate



Positive tests for HIV as a percentage of the total number of tests performed in County operated clinics.

The number of positive tests is expected to remain stable because of early outreach/education efforts and clean needle access.

Independent Organizations

Department Services

- The Citizen Involvement Committee (CIC) is responsible for coordinating citizen activities that increase public awareness of County issues and involvement in the decision making processes of the County.
- The Tax Supervising and Conservation Commission (TSCC) is responsible for reviewing and supervising the budgeting and taxing activities of local governments in Multnomah County and publishing a comprehensive report of local government finances. It is mandated by ORS Chapter 294 for Counties with a population of at least 500,000.
- The Multnomah Commission on Children and Families (MCCF) focuses on issues related to children and families. It develops and maintains an on-going comprehensive, inclusive planning process, develops policy, reviews and comments on all planning efforts, and advocates on the behalf of children and families.
- The purpose of the New Impact Fund is to provide resources for planning, management, support services, and supervision of convicted felony offenders sentenced to 12 months or less incarceration.

Budget Overview

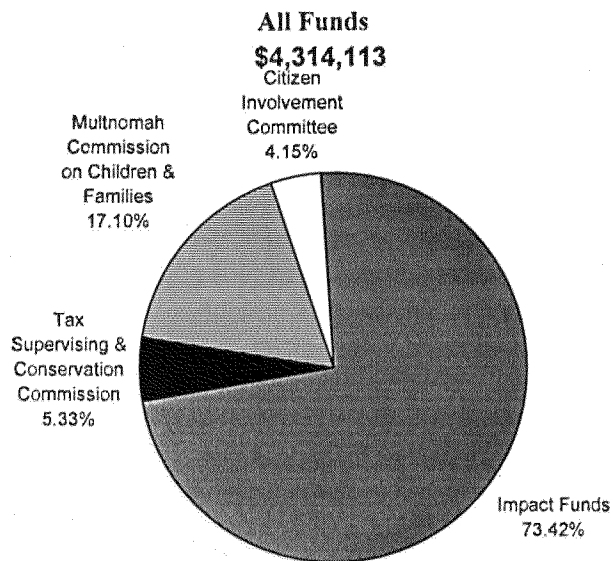
	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	10.41	11.00	11.55	15.00	3.45
Departmental Costs	\$609,109	\$705,231	\$705,231	\$4,314,113	\$3,608,882
Program Revenues	\$216,843	\$209,854	\$209,854	\$3,532,587	\$3,322,733
General Fund Support	\$394,012	\$495,377	\$495,377	\$781,526	\$286,149

Budget Highlights:

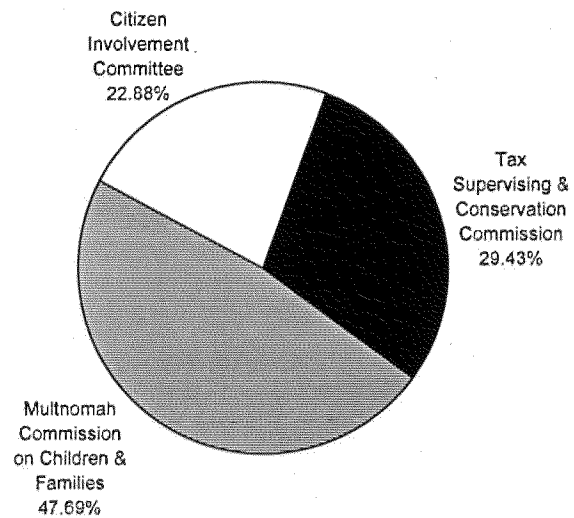
- *Funding of \$70,000 is added as pass-through in the Multnomah Commission for Children and Families for Caring Communities coordination to support the continued merger and expansion of community-based service integration projects.*
- *A research director and a communications coordinator are added to the MCCF to help the Commission implement its comprehensive plan. The new positions will be responsible for performing data analysis and research on the condition of children in Multnomah County, conducting a public education campaign and performing community outreach and advocacy. One Staff Assistant was eliminated.*
- *The Impact fund is budgeted for the first time. The purpose is to provide resources for planning, management, support services, and supervision of convicted felony offenders sentenced to 12 months or less incarceration.*

Independent Organizations

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET



General Fund Only, Including Cash Transfers **\$781,526**



Juvenile Justice

Department Services

The Department of Juvenile Justice Services promotes public safety and responds to juvenile delinquency, abuse and neglect of children through:

- 35,000 nights of detention for youth awaiting adjudication, receiving secure mental health intervention, or being held as a sanction for parole violations;
- 1,200 youth supervised on probation including home visits, linking to treatment services, monitoring school attendance and intervention in gang behavior;
- 1,900 youth diverted from adjudication to complete community service, fulfill conditions of formal accountability agreements and appear before neighborhood accountability boards;
- Advising the court on needs of children and families involved in alleged child abuse and neglect;
- Partnership with the community to educate the public regarding juvenile delinquency and to develop interventions for troubled youth and their families.

FY 1996-97 Summary Information

Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	198.94	223.27	223.27	230.55	7.28
Departmental Costs	15,447,808	18,464,350	18,606,875	20,522,451	1,915,576
Program Revenues	\$4,155,827	\$3,747,907	\$5,418,890	\$5,771,054	\$352,164
General Fund Support	\$11,291,981	\$14,716,443	\$13,187,985	\$14,751,397	\$1,563,412

Key Trends:

- Secure custody capacity is increased by 63 beds to a new total of 191 beds in 12 units. The new bed capacity is in four units: the State of Oregon will operate two units mostly on a stand-alone basis; Multnomah County will operate one unit for a residential sex offender program; and Washington County has financed one unit that will remain vacant in 1996-97.
- Staffing increases by a net amount of 7 FTE's to a total of 230.55 FTE. Staffing increases include annualization of the Sex Offender Unit (5.0 FTE) and conversion of on-call staff to permanent for coverage of the coed unit (3.0 FTE).
- The average stay of youth in the detention facility is increasing due to the expansion of residential treatment programs, the implementation of Ballot Measure 11, and the use of beds for parole violators. Historically, the average stay in detention was 7 days; now one-third of the youths have longer stays, with some youth remaining in detention for over 100 days.
- The Detention Reform Initiative is fully implemented with the annualization of the detention alternatives and the Day Reporting Center. Juvenile Justice will evaluate the Detention Reform Initiative during the coming year to identify successful components of the initiative.
- Juvenile Justice is developing a case classification tool to evaluate the risks and needs of delinquent youth. The probation classification system will provide the Department with an objective means to target supervision and program resources to better serve its clients. The tool will be used to make decisions about levels of supervision for youth placed on probation, make program and placement decisions and structure sanctions.

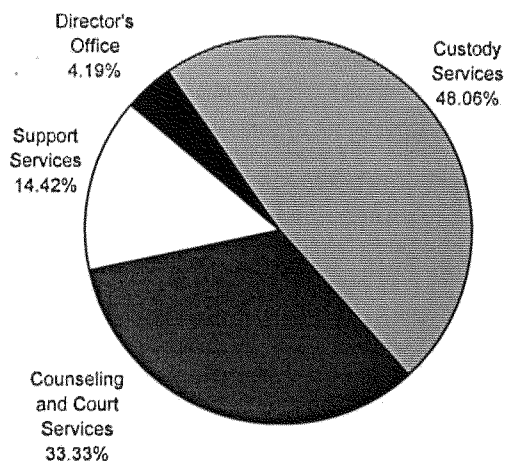
Juvenile Justice

Budget Highlights:

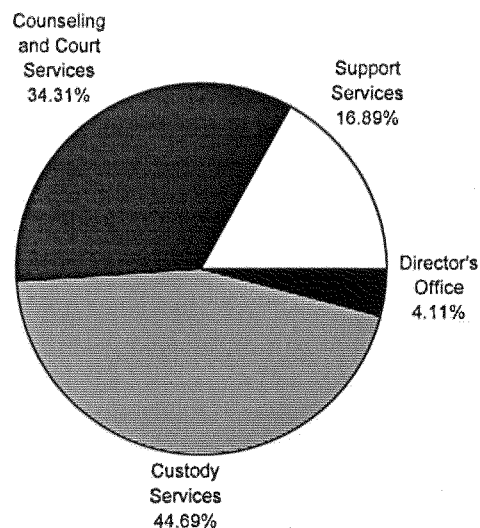
- *Expansion of work crews for sanctions and victim restitution.* The Project Payback and Community Service work crew programs are expanded to address long waiting lists, enabling the programs to serve 450 additional youth. Opportunities are increased for youth to do community service work as an immediate consequence for delinquent behavior, as a means to earn money to pay back their victims' losses and as a way to build skills.
- *Flexible Funds program.* The "Flexible Funds" program is budgeted at a full year cost of \$400,000. Flexible Funds are used to purchase services to meet the individual needs of youth and their families, including shelter care, counseling and treatment services. This is the first year the funding appears in the Department's budget; in 1995-96 funding for the program was reserved in contingency and approved during the year.
- *Expansion of educational opportunities for youth in detention.* Educational opportunities for youth in detention are expanded to create computer-based education programs for youth during the evenings, weekends and summers. The need for enhanced educational programming has grown as youth remain in detention for longer stays in treatment programs or awaiting trials for Measure 11 offenses. Services will be provided through a contract with the Educational Service District and a half-time computer coordinator position.
- *Annualization of residential sex offender treatment program.* The residential sex offender treatment program will begin operation in July, 1996 upon completion of the facility expansion. Funding for the program is increased by \$500,000 to reflect a full year of operations.

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET

All Funds
\$20,522,451

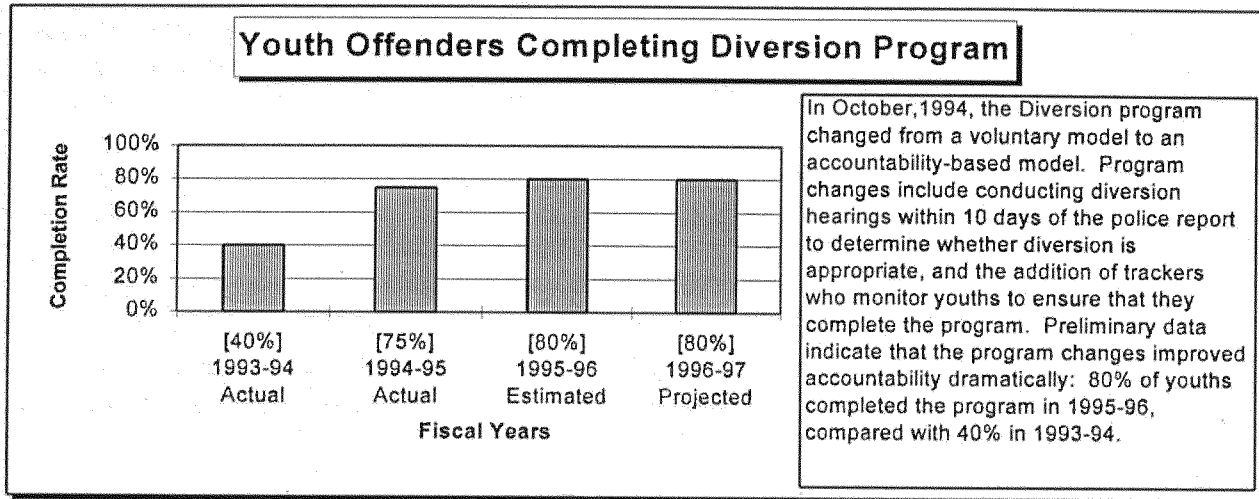


General Fund Only, Including Cash Transfers
\$14,751,397



Juvenile Justice

Performance Trends



Library

Department Services

The Department of Library Services offers the following services:

- Circulates books and other library materials at a Central Library, fourteen branch libraries, and through outreach services.
- Assists patrons in finding books and information.
- Selects, acquires, organizes and processes a wide variety of books and other materials on numerous subjects expressing wide-ranging points of view for people of all ages.
- Provides age appropriate materials and services for children and young adults.
- Provides materials and services to those county residents not able to come to county libraries or use conventional materials.

FY 1996-97 Summary Information

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	310.02	320.50	320.50	350.60	30.10
Departmental Costs	20,314,880	20,984,564	21,461,069	39,571,287	18,110,218
External Revenues	14,786,466	14,468,134	14,944,639	33,413,165	18,468,526
General Fund Support	5,528,414	6,516,430	6,516,430	6,351,234	(165,196)

Key Trends:

As Multnomah County Library prepares for the 21st century, forces for change already in motion are shaping the vision of tomorrow's library. These forces include:

- Rapidly developing technology in communications and computerization;
- Growing population in the Portland region;
- Transformations in the workplace;
- Heightened community awareness of the urgent need to provide adequate and enhanced educational opportunities for children;
- Changing lifestyles and changing information demands among library users;
- Limited public funding.

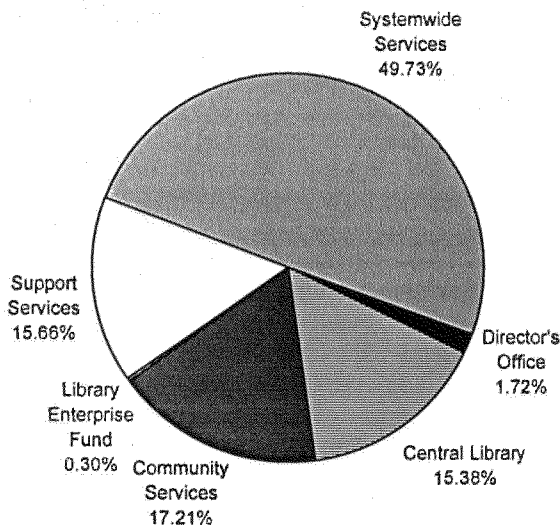
Library

Budget Highlights:

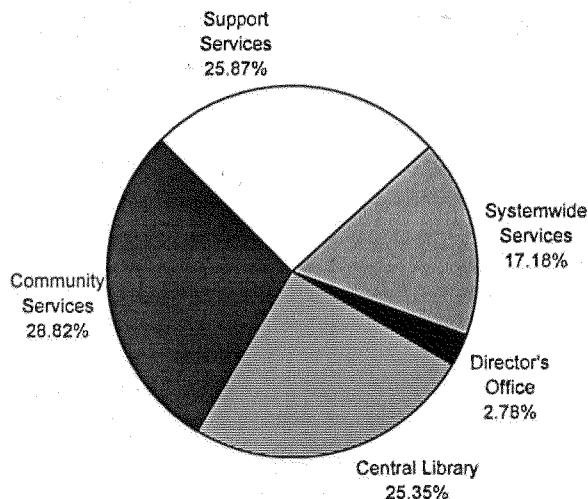
- The renovated Central Library will reopen in early 1997.
- The new Midland Branch Library will reopen at a full staffing level in September 1996.
- Custodial services in all library buildings will be enhanced.
- Library services will be enhanced for third to fifth graders in schools with at-risk populations; a new grant program will increase services to incarcerated youths.
- Capital fundraising for Central Library project enhancements will continue.
- The Library will continue to provide access to information through networking county systems with library systems, increased database products, and emphasis on continued staff and public education in the use of automated services and products.
- Hours of service increase 10 hours per week at the Central library, and 16% overall in the branch system.
- The library book and materials budget is increased \$421,632 to meet continued library user demand for new materials.
- Library outreach services to child care providers will be extended to identified, stable in-home providers.
- A model technology tutor training lab, to be staffed by a combination of volunteer and paid staff will be established in one branch location.

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET

All Funds
\$39,571,287



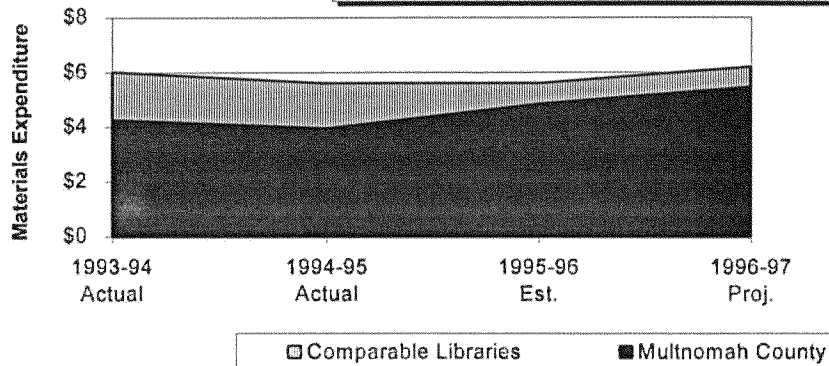
General Fund Only, Including Cash Transfers
\$6,351,235



Library

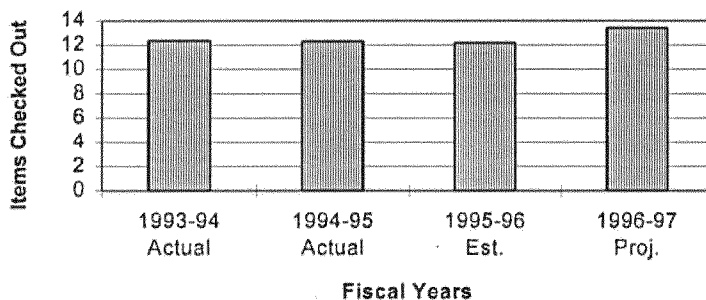
Performance Trends

**Materials Expenditure Per Capita
Comparison to Comparable Libraries**



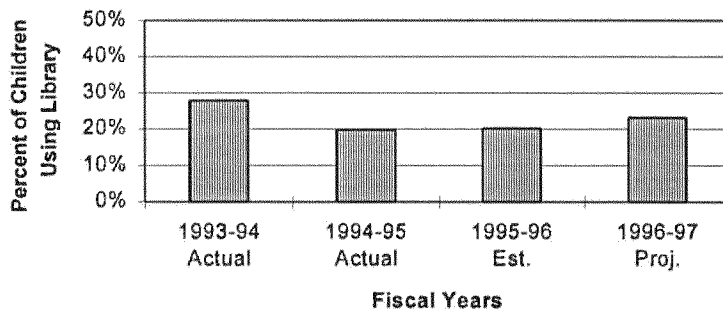
In 1994-95, Multnomah County Library's expenditures for maintaining the "infrastructure" of books and other materials were approximately 30% lower than expenditures in ten comparable jurisdictions.

Library Items Checked Out Per Capita



The number of Library items checked out per capita is increasing in Multnomah County. In 1994-95, 7.6 million items were checked out. In 1995-96, we estimate that 7.6 million items will be checked out - a yearly average of 12 items per Multnomah County resident.

Library Usage by Children



Measures children using the library as a percentage of the total population of children in Multnomah County. Over 30,000 youths used their library cards in the last year.

Nondepartmental

Department Services

Nondepartmental consist of the Chair of the Board, the Board of County Commissioners, County Auditor, County Counsel, Strategic Investment Program, Non-County Agencies, Accounting Entities and Historical Organizations.

- The Chair is also the Chief Executive Officer and administers all County programs except for those under the Sheriff, Auditor, District Attorney, and the Board of County Commissioners. The Chair's Office is responsible for implementing Board of County Commissioner's goals and policies and overseeing the administration of County government to ensure that all policies and programs are successfully implemented and efficiently and effectively managed.
- The Board of County Commissioners conducts all legislative activities of the County. It is responsible for adopting policies that guide the direction of the County's activities. It sits as the budget committee, reviews and recommends changes to the Executive Budget, holds hearings, and adopts the County budget; acts as liaisons to County departments, advisory boards and commissions; makes changes in County administrative departments; fills vacancies in elective County offices; and adopts labor agreements.
- The County Auditor conducts audits of County functions and makes recommendations for improving efficiency and effectiveness of County services. The Auditor's Office selects critical elements of County operations for review, conducts a general survey of the operations to identify areas for possible improvement, gathers more detailed information to determine whether improvement is possible, prepares a report describing audit results and recommendations for improvement, reviews the report with County management, and issues the report to the Board of County Commissioners and the public.
- County Counsel provides legal services to all elected officials and other County departments.
- The Strategic Investment Program (SIP) ensures that the intent of the SIP contracts is realized, including the creation and retention of family wage jobs.

Non-County Agencies:

- The Portland-Multnomah Progress Board's mission is to maintain the benchmarks program which quantifies the community's future vision and tracks progress toward the achievement of community goals.
- The Metropolitan Human Rights Commission (MHRC) serves the community by fulfilling its mission of fostering mutual understanding and respect and protecting the human rights of all persons in Multnomah County.
- The Portland/Multnomah Commission on Aging's mission is to provide leadership to improve the quality of living for the County's elderly residents.
- Multnomah County Schools are school districts in Multnomah County that are receiving a one-time contribution of \$10 million from the County to help stabilize them until the state legislature can craft a long-term, statewide school funding solution in 1997.
- The Regional Arts and Culture Council (RACC) exists to foster the development of arts and culture among our regional communities so that they might touch and improve the lives of all citizens, to represent the public in cultural policy decisions, and to provide leadership, financial support, resource development, strategic planning, advocacy and coordination of the regional arts industry.
- The OSU Multnomah County Extension Service is responsible for assessment, design, delivery, and evaluation of programs centered around four educational objectives of: Economic Development; Human Development across the life-span; Natural Resource Conservation and Management; and Leadership Development.
- The contribution to the Historical Society is used for maintenance of the James F. Bybee House and Bybee-Howell Park and to provide trained educational interpreters for the Bybee House and the Bybee-Howell Park.

Nondepartmental

- The East/West Multnomah Soil and Water Conservation District helps to develop and direct programs that assist landowners in the selection and application of environmentally accepted practices that conserve, enhance, and protect land, water and wildlife resources.
- The Food Stamp contribution is paid to the Oregon State Adult and Family Services Division which administers the food stamp program, for which the County is charged the cost of administration within Multnomah County.
- The Policy/Legislative organization records the costs of County dues to the Association of Oregon Counties, National Association of Counties, the association of O&C Counties, and other costs associated with policy and legislative matters.
- The Association of Portland Progress contribution is assessed by the Association of Portland Progress for downtown Portland economic development. Multnomah County's contribution is intended for Project Respond - a program that is designed to help the homeless mentally ill in downtown Portland.
- The Boundary Commission is authorized by ORS 199.457 to levy assessments.
- Business Income Tax budgeted here is the amount to be shared by the four east County cities of Gresham, Troutdale, Wood Village and Fairview. It is 25% of the 0.6% tax on business income.
- The Columbia Gorge Interpretive Panel Project plans and is responsible for installing interpretive panels along the Columbia River Scenic Area.
- The County School fund is required by ORS 328.005. The County provides County schools with \$10 from General Fund revenues for each child within Multnomah County between the ages of four and twenty. Interest earnings on these are also budgeted. The County must also add to the fund 25% of the money received from the sale of timber cut on federal forest reserves.
- The Convention Center fund budgets Multnomah County's share of the Hotel/Motel occupancy revenue (3% rate) to be used for development and operation of the Convention and Trade Center. The amount budgeted is forwarded to Metro, the lead agency responsible for the Convention Center.
- Building management for state required functions such as the Courts and Tax Supervising housed at various County sites.

Accounting Entities consists of the following:

- Tax Anticipation Notes - Repays short term loans in anticipation of receipt of property taxes.
- Special Appropriations - This is an accounting entity set up so that appropriations may be set up for special computer projects and to act as a repository for all General Fund data processing service reimbursements. For 1996-97, this is no longer being used. Costs have been allocated to departments or to Support Services.
- The Edgefield Children's Center Bond Sinking Fund is budgeted for the first time and accounts for retiring bonds issued to construct an expanded center at the Edgefield site.
- Capital Lease Retirement Fund - Accounts for costs associated with third party financing.
- Bond Sinking Funds - These funds account for costs related to financing of Library and public safety facilities renovation or construction.
- Equipment Lease/Purchase Fund - This fund accounts for the cost of mobile equipment for the Sheriff, Community Corrections, and Emergency Management that is being funded by COP proceeds.
- The Capital Acquisition Fund is being budgeted for the first time. This fund will be used for capital acquisition.
- Trust Funds - Multnomah County maintains several funds that are used to account for the receipt of resources held by the County in a fiduciary capacity. Disbursements are made in accordance with applicable agreements or legislative enactments for each particular fund.

Nondepartmental

Budget Overview

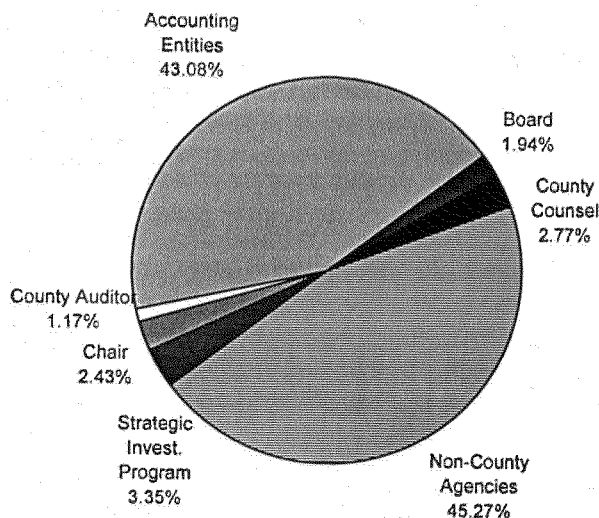
	1994-95 <u>Actual</u>	1995-96 <u>Current Estimate</u>	1995-96 <u>Adopted Budget</u>	1996-97 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	51.06	55.21	54.21	57.28	3.07
Departmental Costs	\$31,913,240	\$33,694,753	\$33,391,721	\$52,064,564	\$18,672,843
Program Revenues	\$22,147,474	\$24,413,332	\$24,143,332	\$44,208,699	\$20,065,367
General Fund Support	\$17,808,458	\$18,346,128	\$16,741,576	\$22,112,278	\$5,370,702

Budget Highlights

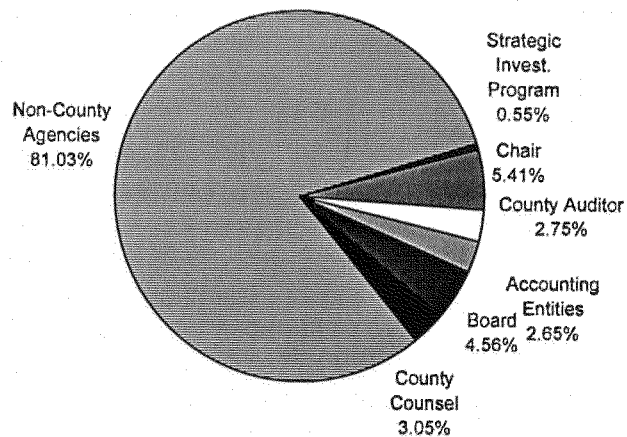
- *Strategic Investment Program (SIP) is budgeted for the first time.* The purpose of this program is to ensure that the intent of the SIP contracts is realized, including the creation and retention of family wage jobs.
- *Multnomah County School Districts are receiving a one-time contribution of \$10 million from the County.* This will help stabilize school districts until the state legislature can craft a long-term, statewide school funding solution in 1997.
- *Special Appropriations for computer operations is no longer budgeted here.* Service reimbursements are now budgeted at the departmental level. Projects are now budgeted in Support Services.
- *The Edgefield Children's Center Bond Sinking Fund is budgeted for the first time.* It accounts for retiring bonds issued to construct an expanded center at the Edgefield site.
- *Capital Acquisition Fund is budgeted for the first time.* This fund will be used for capital acquisition.

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET

**All Funds
\$52,064,564**



**General Fund Detail, Including
Transfers to Other Funds
\$22,112,278**



Sheriff's Office

Department Services

The mission of the Multnomah County Sheriff's Office is to provide law enforcement and corrections services to the citizens of Multnomah County in a manner which is impartial to all in application and values the preservation of life, the promotion of human dignity and the quality and diversity of lifestyles of its citizenry.

The Sheriff's Office offers the following services:

- Intensive enforcement programs through Safety Action Teams to assist in empowering the residents of high risk neighborhoods to deal with crime and other social problems.
- Corrections programs such as work release and out-of-custody supervision and secure incarceration for pre-trial and sentenced offenders in Multnomah County.
- Patrol services to rural areas of unincorporated Multnomah County.
- Narcotics education and intervention through the D.A.R.E. Program and narcotics enforcement through the Special Investigation Unit.
- Civil process service and civil court enforcement of "execution process."
- Water safety education and patrol of 97 miles of waterways within the boundaries of Multnomah County.
- Transportation of prisoners both inter and intra-state to be held accountable for crimes committed in Multnomah County.
- Transportation of prisoners to court and security of the court rooms.

Budget Overview

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	685.73	784.34	744.06	785.35	41.29
Departmental Costs	\$56,683,628	\$59,124,131	\$59,212,730	\$66,916,827	\$7,704,097
External Revenues	\$21,467,742	\$17,392,205	\$22,856,305	\$27,307,845	\$4,451,540
General Fund Support	\$35,540,039	\$41,731,926	\$36,356,425	\$39,698,481	\$3,342,056

Key Trends:

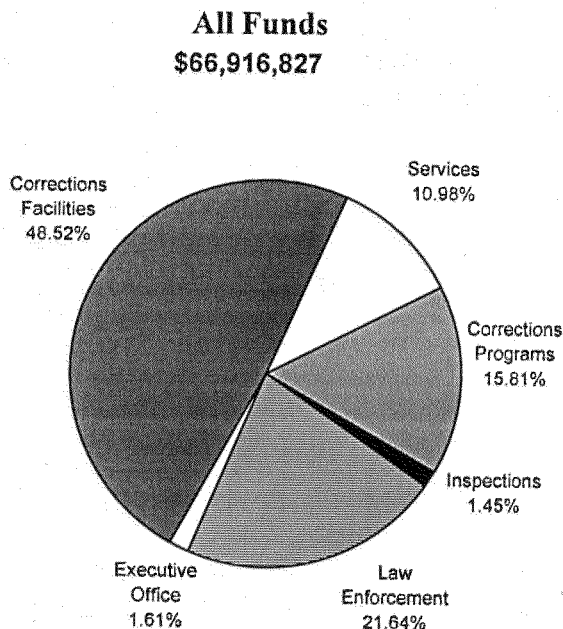
- Impact the problem of early release of inmates by maximizing the number of jail beds in existing facilities and program space in existing supervision programs.
- Plan the construction and operation of 460- new jail beds to eliminate early inmate releases and accommodate the shift of state prisoners serving less than 12 months to County jail facilities and corrections programs.
- Impact crime trends by law enforcement reorganization and operation of the Gresham holding facility.

Sheriff's Office

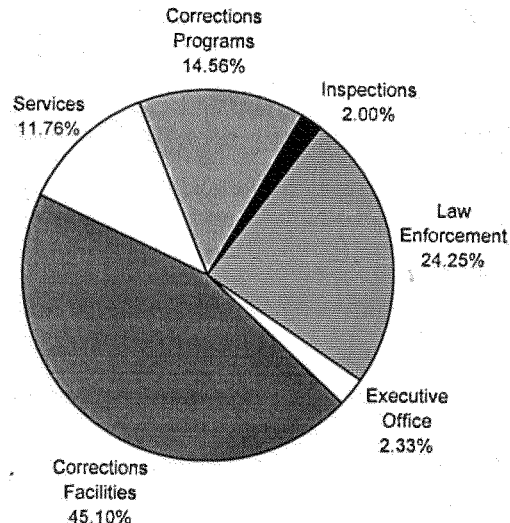
Budget Highlights:

- *Reorganize the Law Enforcement Division* . This reorganization was accomplished within current budget limits in order to increase services to East County, River Patrol and Civil Process.
- *Continued funding of temporary holding cells at the Gresham Police Department for East County booking through September 1, 1996*. Because the County's booking facility is located in downtown Portland, it is extremely time consuming for law enforcement agencies in east Multnomah County to transport and book offenders there. The use of the Gresham Police Department facility is a cooperative arrangement between the City of Gresham and Multnomah County. Funding is provided for the full fiscal year.
- *Increase enforcement of drunk driving offenses* . A grant was received from the Oregon Department of Transportation which will provide funds to increase the enforcement efforts to eliminate driving under the influence. This is a joint effort with the Oregon State Police, the City Police Departments of Portland, Gresham, Troutdale, and Fairview.

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET



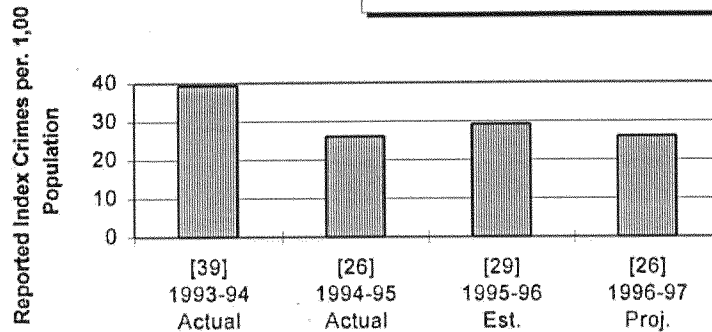
General Fund Only, Including Cash Transfers \$44,462,155



Sheriff's Office

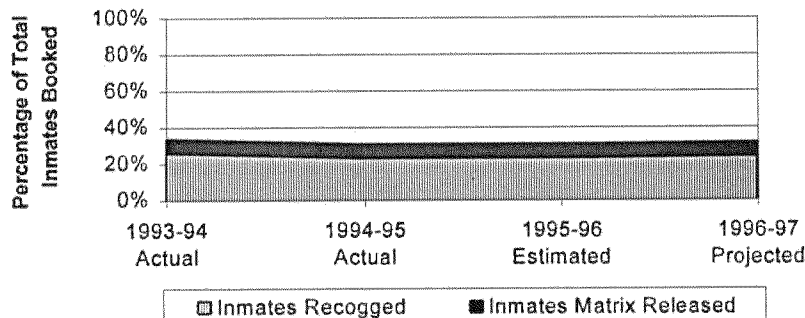
Performance Trends

Reported Index Crimes



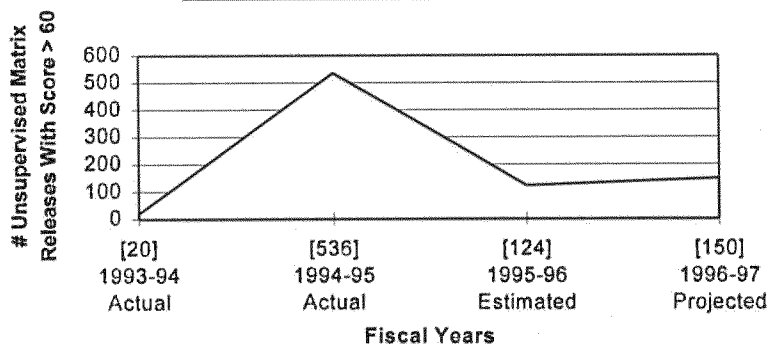
Index crimes are serious crimes against people and property. The statewide goal for the year 2000 is 28 per 1,000 population. The Sheriff's Office believes it will be able to meet or exceed the target.

Inmates Recog or Matrix Released



Inmates are released on their own recognizance ("recogged") or matrix released when the facility population reaches the capacity limit set by federal consent decree. The percentage of inmates released increased in 94-95 due to an increasing number of crimes and a static number of jail beds available; additional available beds in 95-96 enable the projected decrease.

Unsupervised Matrix Release of Serious Offenders



A matrix release score in excess of 60 often results in the release of sentenced inmates. The performance trend demonstrates the effectiveness of the corrections system in incarcerating the most serious risks to the community and supervising those who must be released due to overcrowding.

Support Services

Department Services

The Department of Support Services (DSS) is a team of centralized support agencies that deliver human, financial, information technology resource policies and tools to County departments. The DSS services include Finance, Employee Services, Labor Relations, Budget and Quality, Affirmative Action, Risk Management, Emergency Management, and Information Services.

DSS works with the Chair, the Board, and with other internal and external partners to promote, develop and communicate the County's strategic planning, budget process, and quality initiatives in order to achieve the County's "Urgent Benchmarks" and systems improvements. DSS also advises the Chair and Board on policy issues pertaining to funding, budgetary matters and/or other policy issues related to all of its divisions as needed.

FY 1996-97 Summary Information

	1994-95	1995-96	1995-96	1996-97	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	160.40	166.53	167.03	170.50	3.47
Departmental Costs	\$34,036,930	\$39,166,206	\$39,323,270	\$53,145,847	\$13,822,577
External Revenues	\$38,649,025	\$32,447,749	\$32,462,249	\$43,429,307	\$10,967,058
General Fund Support	\$5,733,280	\$6,945,149	\$7,087,713	\$9,970,314	\$2,882,601

Key Trends:

- Multnomah County is undergoing a significant organizational transformation, moving from a traditional government structure to a high-performance, outcome-oriented organization with a focus on customer needs, continuous quality improvement, and collaboration and partnerships. This change requires equally significant changes in the systems and processes which support the operational programs.
- The County's ability to work and communicate effectively is dependent on increasing the capacity to gather, analyze, and distribute data and information.
- The public - the County's customers - increasingly expect responsive and well coordinated government services and convenient access to public information.
- Requirements for support services continue to expand as the County takes on new programs from other agencies, responds to mandates and serves a growing population. Increasing reliance on technology, new capital projects and growth in the number of County employees all increase demand for the department's services. DSS must work with the operational departments and elected officials to determine the best ways to support the changing organization.

Support Services

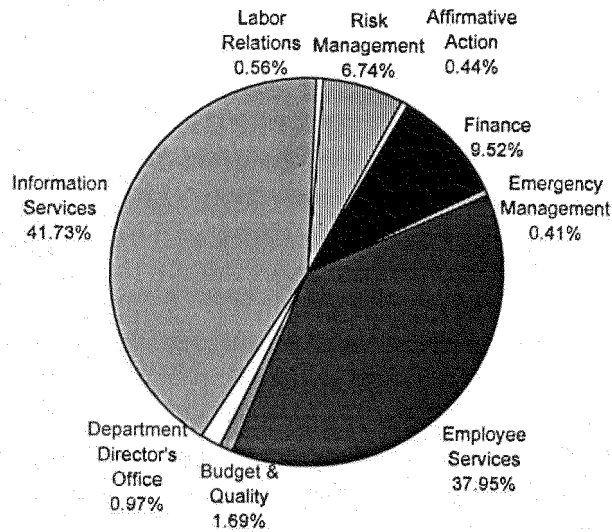
Budget Highlights:

- The Department of Support Services exists in the budget for the first time, Department Administration is added as a new division, with 2.50 new FTE. Department information management and word processing functions, previously budgeted elsewhere in the department, are moved into Department Administration. The Information Services Division is moved from the Department of Environmental Services to the Department of Support Services.
- FY 1996-97 brings the first full year implementation of the *RESULTS Roadmap*, the *RESULTS Training Plan* and the *Strategic Plan for Information Technology*.
- The Information Services division will begin three new services as a result of the *Strategic Plan for Information Technology*: a geographic information systems (GIS) unit, to coordinate efforts countywide and educate county programs about potential uses of GIS; a data modeling and management unit, which will work with departments to identify the data they currently collect, the data they need to collect, and the data they need to share; and a policy/research person to assist the departments in their efforts, and to coordinate these activities and their results countywide.
- A "flat fee" for personal computers is budgeted in all departments, and received and administered in the Information Services Division. This fee will pay for equipment replacement; network, Microsoft Office® and Windows® maintenance agreements; and a person to administer the program.
- \$1.2 million of General Fund is budgeted for information technology. In FY 1996-97, these funds will be used for personal computer acquisition (other than replacement); network equipment; a review of the job classifications of technical employees; and training countywide on the new office suite standard, Microsoft Office®.
- \$200,000 is budgeted in the Information Services Division for the continued development of the integrated data management system for Community and Family Services and related county departments. If necessary, at the discretion of the County Chair, this funding can also be used to supplement the funding for the interim children's capitation system project begun in FY 1995-96.
- In order to increase diversity and opportunity in the public contracting process, funding is added to contract with the City of Portland in the areas of EEO certification of contractors, outreach, prequalification of construction contractors and contractor workforce training and recruitment.

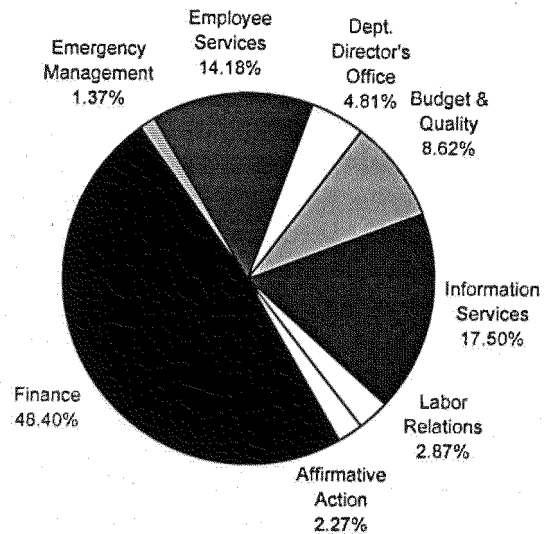
Support Services

TOTAL EXPENDITURES BY DIVISION 1996-97 ADOPTED BUDGET

All Funds
\$53,145,847



General Fund Only, Including Cash Transfers
\$10,394,643



Appendix

Tax Information

Property Tax Limitation

In the November 6, 1990, General Election, Oregon voters approved Ballot Measure 5 (now Article XI, Section 11b of the Oregon Constitution), a property tax limitation measure. State laws related to the adoption of Measure 5 and its requirements are included in Oregon Revised Statutes (ORS) Chapters 305 through 312.

Limitations on Levy Rates

Taxes imposed on property are segregated into three categories: all taxes levied for funding the public school system; all taxes levied for funding government; and all taxes levied for paying principal and interest on exempt bonded indebtedness.

For public school systems, ORS 310.150 (3) (a) provides for phasing in the property tax limitation rates over a five-year period, beginning in 1991-92. In 1995-96 and thereafter, the maximum allowable tax rate for public schools is \$5 for each \$1,000 of Real Market Value (RMV). (Real Market Value is defined in the later section entitled "Assessment and Equalization.")

All non-school local governments are required to share a tax rate of \$10 per \$1,000 of RMV.

Exemptions for Bonded Indebtedness

Taxes collected for exempt bonded indebtedness are not limited. "Exempt bonded indebtedness" is:

- a. Bonded indebtedness authorized by a specific provision of the Oregon Constitution.
- b. Bonded Indebtedness incurred for capital construction that was issued as a general obligation of the issuing government on or before November 6, 1990.
- c. Bonded indebtedness incurred for capital construction or capital improvements, that was issued after November 6, 1990, with the approval of the electors of the issuing governmental unit.

Tax Levy

Authority to levy property taxes is vested with the governing body of each school district and local government. The governing body determines the levy annually as part of the budget process. Annual budgets for local units are based on a fiscal year which begins July 1 and ends the following June 30. Constitutional and statutory limitations on the amount that a governing body may levy are:

- **Levy Within Six-Percent Limitation (Tax Base Levy).** A tax base, approved by a majority of voters at a primary or general election, represents permanent authority to levy annually a dollar amount which cannot exceed the highest amount levied in the three most recent years, PLUS six percent thereof. A local unit is permitted only one tax base levy, and proceeds may be used for any purpose for which the unit may lawfully expend funds.

Appendix

- **Levy Outside Six-Percent Limitation (Special, Serial or Continuing Levy).** Special and serial levies are temporary taxing authority, approved by a majority of voters, permitting the levy of a **specific dollar amount** for up to ten years. Since 1978 serial levies may also be established based on a specified tax **rate** but the term may not exceed three years. Not more than four serial levy measures may be proposed in a year.

Should school or local government combined taxes exceed the rate limits in ORS 310.150, the taxes owed each jurisdiction are reduced by an **equal percentage** to bring the total tax rate in line with rate limits.

- **Levy Not Subject to Six-Percent Limitation (Debt Levy).** Local units levy annually an amount sufficient to pay principal and interest costs for bonded debt. Bond measures must be approved by a majority of voters. Proceeds from a debt levy cannot be diverted to another purpose.

Taxes imposed to pay the principal and interest for bonded debt are not subject to rate limits.

Impact of Tax Limitation on Consolidated Rates

When the consolidated tax rate subject to the rate limits for operating levies for governments or schools exceeds the constitutional amount within a given tax code area, the following formula is used to calculate the rates that apply to properties within that levy code area.

*Maximum rate divided by consolidated rate, which produces a percentage,
which is then applied to each tax rate.*

The Multnomah County Assessor's Office determines tax rates on a property by property basis. Therefore, if any fee, charge or assessment is a "tax" under Article XI, individual properties may differ in their tax rates within the same tax code area.

Multnomah County Current Levies

Article XI, Section II of the Oregon Constitution restricts the annual growth of property taxes levied as a tax base to six percent. In 1956 County voters approved a **tax base** of \$11,985,000. The tax base increases annually by no more than six percent, unless the voters approve a new tax base. The 1996-97 Multnomah County General Fund tax base is \$108,400,187, of which it expects to collect \$102,438,177 after discounts and delinquencies of \$5,962,010.

On May 21, 1996, the County voters approved two separate three-year **rate based serial levies** for library and jail operations. The County expects to collect \$14,411,781 for library operation and \$27,851,783 for jail operation in 1996-97.

In addition, the County voters approved two bond measures at the May 1996 election: a \$29 million bond for the Library system to be used to buy computers, computer systems, and links between the Library and schools, to renovate branches, and to cover major maintenance in branches, and a \$79.7 million Public Safety Bond to build a new 210 bed jail, to expand the Inverness Jail by 120 jail beds, to construct or buy 150 alcohol and drug treatment beds for offenders, to remodel booking and transport areas at the Justice Center and Inverness Jail, to upgrade electrical systems, to link computer systems of police, courts, District Attorney and Corrections, to cover the cost of expanding the Juvenile detention facility and to buy or construct abused children receiving homes.

Appendix

Bond and Levy Election Record

Year	Purpose	Amount Requested	Votes			Percent
			Yes	No	Margin Passed (Failed)	
1996	G.O. Library Bonds	29,000,000	73,281	44,458	28,823	62.24%
1996	Public Safety Bonds	79,700,000	64,135	51,736	12,399	55.35%
1996	3-yr. Library Levy	\$0.4034/\$1,000	85,923	32,794	53,129	72.38%
1996	3-yr Public Safety Levy	\$0.7796/\$1,000	68,431	47,339	21,092	59.11%
1993	G.O. Library Bonds	\$31,000,000	98,239	44,278	53,961	68.93%
1993	3-yr. Library Levy	\$0.4034/\$1,000	75,685	56,846	18,839	57.11
1993	3-yr. Jail Levy	\$0.5288/\$1,000	89,983	58,138	31,845	60.75
1990	G.O. Juvenile Justice Bonds	23,800,000	49,395	79,465	(30,070)	(61.67)
1990	3-yr. Library Levy	7,500,000/yr.	80,887	54,630	26,257	59.69
1989	3-yr. Jail Levy	4,700,000/yr.	111,713	40,373	71,340	73.45

Impact of Tax Limitation on County Property Tax Revenues

The effect of compression on the County's revenues since passage of the tax limitation measure is shown below:

	<u>Fiscal Year</u>	<u>Levy Amount*</u>	<u>Loss due to Tax Limitation</u>	<u>Percent Loss</u>
(Actual)	1991-92	\$104,802,931	\$13,111,104	12.51%
(Actual)	1992-93	109,663,105	8,402,845	7.66%
(Actual)	1993-94	118,435,171	7,144,722	6.03%
(Actual)	1994-95	125,425,973	4,479,951	3.48%
(Actual)	1995-96	134,750,217	0	0

Assessment and Equalization

The process of identifying and assigning a value to taxable property is termed **assessment**, and the process of maintaining uniformity of values between property owners and various classes of property is termed **equalization**. Assessment of property is administered by the County Assessor, except for public utility property, which is assessed by the State Department of Revenue. All property is reappraised in six-year cycles, and values are adjusted annually to maintain assessments within a specified range of county-wide market value.

Property taxes are calculated based on the "Real Market Value" (RMV) of each property. The date on which the value of property is determined for tax purposes, is July 1, the beginning of each tax year. ORS 308.205 defines RMV as the minimum amount in cash which could reasonably be expected by an informed seller acting without compulsion, or the minimum amount a typical seller would accept or the highest amount a typical buyer would offer which could be reasonably expected by the seller of property.

ORS 309.010 through 309.990 establish a permanent equalization, notification and appeals process. The property identification date is July 1, value notices and tax statements are sent together in October, and valuation appeal proceedings commence after tax statements are received. There are two appeals processes, one which begins in December which permits property owners to appeal the real market value shown on their October tax statements, and a second appeals process beginning the end of each fiscal year

Appendix

which allows property owners to challenge that the RMV of their property, determined as of the prior July 1, was not the **minimum** RMV during the year.

ORS 309.070 through 309.200 provide for county Boards of Ratio Review (BORR) which perform ratio review and equalization and are responsible for the fiscal year end valuation appeals process. County Boards of Equalization are responsible for hearing the regular RMV appeals which begin each December.

Property which is assessed for taxation includes all privately owned real property (land, buildings and improvements) and personal property (machinery, office furniture, equipment and livestock). There is no property tax on household furnishings (exempt in 1913), personal belongings, automobiles (exempt in 1920), crops, orchards, business inventories or intangible property such as stocks, bonds or bank accounts. Property used for religious, fraternal and governmental purposes is exempt, and reductions in assessments are granted for veterans' homesteads, certain open space farm lands and historic buildings.

REAL MARKET VALUE OF TAXABLE PROPERTY

LAST TEN FISCAL YEARS

(amounts expressed in thousands)

<u>Fiscal Year</u>	<u>Personal Property</u>	<u>Public Utility Property</u>	<u>Commercial Property</u>	<u>Residential Property</u>	<u>Total</u>
1986	1,015,729	1,147,113	7,570,973	8,575,756	18,309,571
1987	1,055,869	1,223,434	7,512,220	8,450,475	18,241,998
1988	1,023,969	1,288,194	7,490,818	8,445,202	18,248,183
1989	1,004,733	1,303,507	7,499,167	8,464,224	18,271,631
1990	1,032,886	1,417,606	7,631,464	8,579,922	18,661,878
1991	1,131,574	1,517,037	8,164,555	9,362,368	20,175,534
1992	1,130,602	1,426,209	9,761,548	11,007,703	23,326,062
1993	1,236,666	1,530,373	9,880,502	12,879,169	25,526,710
1994	1,203,111	1,628,475	9,941,135	14,727,420	27,500,141
1995	1,217,470	1,575,251	10,751,202	17,167,573	30,711,496
1996	1,330,255	1,647,640	11,913,270	19,792,331	34,683,496

Collection

The County Tax Collector computes tax rates, bills and collects all taxes, and makes periodic remittances of collections to tax levying units. County tax collectors calculate public school and local government taxes separately, calculate any tax rate reductions to comply with tax limitation law, and develop percentage distribution schedules. The tax collector reports to each taxing district the amount of taxes imposed.

Tax collections are segregated into two pools, one for public schools and one for local governments, and each taxing body shares in its pool on the basis of its tax levy (adjusted as needed for tax limitation rate caps), regardless of the actual collections within the boundaries of each taxing body. Therefore, the amount for each taxing body becomes a pro rata share of the total tax collection of all taxing bodies within the County. Thus, an overall collection rate of 90 percent of the county-wide levy indicates a 90 percent tax levy collection for each taxing body.

Appendix

Taxes are levied and become a lien on July 1 and tax payments are due November 15 of the same calendar year. Under the partial payment schedule the first third of taxes are due November 15, the second third on February 15 and the remaining third on May 15. A three-percent discount is allowed if full payment is made by the due date, two-percent for a two-thirds payment. For late payments interest accrues at a rate of 1.33 percent per month. Property is subject to foreclosure proceedings four years after the tax due date.

TAX COLLECTION RECORD

<u>Fiscal Year</u>	<u>Real Market Valuation (000)</u>	<u>Percent Change</u>	<u>Total Levy (000)</u>	<u>Percent Change</u>	<u>Tax Rate /\$1000</u>	<u>Percent Collected Yr. of Levy</u>	<u>Percent Collected As of 4/30/95</u>
1985-86	18,309,571	0.80%	60,424	6.01%	3.30	91.52%	99.96%
1986-87	18,241,998	(0.37%)	63,839	5.65%	3.49	90.60%	99.97%
1987-88	18,248,183	0.03%	76,598	19.99%	4.19	91.23%	99.97%
1988-89	18,271,631	0.13%	80,476	5.06%	4.39	91.34%	98.40%
1989-90	18,661,878	2.14%	84,647	5.18%	4.54	92.24%	98.43%
1990-91	20,175,534	8.11%	100,605	18.85%	4.99	92.41%	98.19%
1991-92	23,326,062	15.62%	91,957	(8.60%)	3.94	91.56%	95.59%
1992-93	25,526,710	9.43%	101,479	10.35%	3.98	93.24%	95.64%
1993-94	27,500,141	7.73%	110,598	8.99%	4.02	95.33%	95.33%
1994-95	30,711,496	11.9%	123,498	11.8%	4.08	96.36%	98.29%
1995-96	34,683,496	12.9%	134,750	9.11%	3.89	NA	91.84%

FINANCIAL INFORMATION

Budgeting Process

Multnomah County prepares annual budgets in accordance with the provision of Oregon law for municipalities having a population exceeding 500,000 and with a Tax Supervising and Conservation Commission (TSCC).

Budgeting for 1996-97

Beginning in December 1995, operating organizations prepared budgets intended to continue the 1995-96 level of programs into the next fiscal year. They also identified new initiatives to address issues isolated through the benchmarking process.

In April, the Chair prepared a proposal for the 1996-97 budget. This proposal was transmitted to the Board of Commissioners in May. The first week in May opens six weeks of budget hearings. The budget is to be reviewed by TSCC on June 6. The Board expects to adopt the budget on June 13.

Appendix

Modifying the Budget During the Fiscal Year

The Adopted Budget is the County's financial and operational plan for the fiscal year. During the year, however, things happen which require that plan to be changed.

Budget Modification Resolutions (Bud Mod's)

State law gives the Board of County Commissioners wide latitude to change the budget during the year. Generally, County departments request the changes on forms called Bud Mod's. During a normal year there are between 150 and 200 such requests. Using these resolutions, the Board has the authority to:

1. alter appropriations to reflect changed priorities during the year,
2. incorporate new grant revenue into the expenditure plan,
3. change approved staffing levels; and
4. transfer appropriations from contingency accounts.

Supplemental Budgets

The Board can reduce appropriations to deal with decreases in estimated revenues using Bud Mod resolutions. However, if the County receives additional revenues not anticipated in the budget, the Board cannot simply appropriate them. Unless these revenues are "grants, gifts, bequests, or devises transferred . . . in trust for specific purposes" (ORS 294.326), the County must go through a more elaborate process.

Summaries

PROPERTY TAX COMPUTATION

GENERAL FUND (Fund 100)

Tax Base - Fiscal Year ending June 30, 1996	102,264,328
Plus constitutionally Allowed 6% increase	6,135,859
TOTAL GENERAL FUND PROPERTY TAX	108,400,187
Tax Base - Fiscal Year ending June 30, 1997	108,400,187
Less amount exceeding shared 1% Constitutional Limitation	0
Less delinquencies and discounts on amount billed	(5,962,010)
TOTAL AVAILABLE FOR APPROPRIATION	102,438,177

LIBRARY LEVY (Fund 162)

3-year Serial Levy - Fiscal Year ending June 30, 1999	15,250,541
Less amount exceeding shared 1% Constitutional Limitation	0
Less delinquencies and discounts on amount billed	(838,780)
TOTAL AVAILABLE FOR APPROPRIATION	14,411,761

PUBLIC SAFETY LEVY (Fund 169)

3-year Serial Levy - Fiscal Year ending June 30, 1999	29,472,786
Less amount exceeding shared 1% Constitutional Limitation	0
Less delinquencies and discounts on amount billed	(1,621,003)
TOTAL AVAILABLE FOR APPROPRIATION	27,851,783

LIBRARY BOND SINKING FUND (Fund 226)

General Obligation bond - Fiscal Year ending June 30, 1997	2,388,557
Less delinquencies and discounts on amount billed	(131,371)
TOTAL AVAILABLE FOR APPROPRIATION	2,257,186

LIBRARY BOND SINKING FUND - New (Fund 227)

General Obligation bond - Fiscal Year ending June 30, 1997	2,649,050
Less delinquencies and discounts on amount billed	(145,698)
TOTAL AVAILABLE FOR APPROPRIATION	2,503,352

PUBLIC SAFETY BOND SINKING FUND - New (Fund 228)

General Obligation bond - Fiscal Year ending June 30, 1997	7,373,545
Less delinquencies and discounts on amount billed	(405,545)
TOTAL AVAILABLE FOR APPROPRIATION	6,968,000

Summaries

PROPERTY TAX COMPUTATION

TAX LEVY ANALYSIS

	ACTUAL 1993-94	ACTUAL 1994-95	BUDGET 1995-96	BUDGET 1996-97
Levy within 6% limitation	91,014,891	96,475,783	102,264,330	108,400,187
Public Safety Levy outside 6% limitation *	14,443,421	15,454,460	16,536,272	29,472,786
Library Levy outside 6% limitation	11,018,298	11,789,579	12,614,849	15,250,541
Library Bond outside 6% limitation	1,958,561	1,796,000	3,334,766	2,388,557
Library Bond outside 6% limitation				2,649,050
Public Safety Bond outside 6% limitation				7,373,545
Total Proposed Levy	118,435,171	125,515,822	134,750,217	165,534,666
Loss due to 1% limitation	(7,057,731)	(4,479,951)	0	0
Total Proposed Levy less Loss	111,377,440	121,035,871	134,750,217	165,534,666

* Note: The Amount Shown for the Public Safety Levy is For Certification Purposes Only. Per the Tax Coordin the County Will Actually Levy Only It's "Share" of the Total Tax Levy Certified.

NOTES

Levy amount exceeding shared 1% Constitutional Limitation	0
Loss in appropriation due to property tax limitation and discounts and delinquencies	(9,104,407)
Average property tax discount	2.00%
Property tax delinquency rate	3.50%
Average valuation change	9.00%

SUMMARY OF RESOURCES 1996-97

Fund		Beginning Working Capital	Taxes	Intergovernmental	Licenses & Permits	Service Charges	Interest	Other Sources	Direct Resources	Service Reimbursement	Cash Transfers	Bonds / Certificates	Total Resources
General	100	17,355,185	149,806,888	12,775,244	1,781,223	5,534,363	2,231,948	497,320	189,933,171	16,885,525	1,301,027		208,170,723
Strategic Investment	140					1,520,000			1,620,000		122,419		1,742,419
Road	150	7,747,300	7,687,000	28,218,208	20,000	2,570,000	475,000	50,000	45,807,508	820,208			47,627,716
Emergency Communications	151			100,500			1,505		102,005				102,005
Natural Areas	153	1,370,385					8,515		1,378,900				1,378,900
Bicycle Path	154	44,477		83,000			2,500		129,977		48,284		178,261
Recreation Fund	155		123,000	233,000					356,000		10,300		366,300
Federal/State	156	285,857		136,306,135		2,690,875	10,000	1,893,058	141,465,926	2,392,594	55,351,380		199,209,900
County School Fund	157	10,000	185,000				7,000		202,000		1,382,950		1,584,950
Tax Title Land Sales	158		1,000,000	10,750			210,000		1,220,750				1,220,750
Animal Control	159	117,827			858,000	242,700		82,500	1,301,027				1,301,027
Willamette River Bridges	161	2,244,134		1,265,000					3,509,134	65,000	3,366,887		6,941,021
Library Levy	162	700,455	14,868,822	620,235		37,992	78,000	1,452,628	17,758,142	85,228	6,429,873		24,273,243
Fair	164			44,444					44,444				44,444
Convention Center	165	250,000	5,150,000				28,000		5,428,000				5,428,000
Land Corner Preservation	167	768,097				370,000			1,138,097				1,138,097
Inmate Welfare	168					59,975	13,706	1,094,210	1,167,891				1,167,891
Public Safety Levy	169		23,633,031	122,143			143,000		23,898,174	19,864			23,918,038
Assessment and Taxation	175	254,401		1,957,883		594,585		20,000	2,826,869	9,000	8,093,808		10,929,677
Justice Special Operations	180	779,550		551,575	376,840	1,238,424		674,029	3,620,418		140,647		3,761,065
Revenue Bond Sinking	224					292,000			292,000			295,000	587,000
Capital Lease Retirement	225	5,050,000					177,310		5,227,310	13,747,064		1,005,000	19,979,374
Library Bond Sinking (93)	226	1,745,593	2,428,686				75,000		4,250,279				4,250,279
Library Bond Sinking (96)	227		2,503,352				40,000		2,543,352				2,543,352
Public Safety Bond Sinking	228		6,958,000				70,000		7,028,000				7,028,000
Justice Bond Project	230						600,000		600,000			79,700,000	80,300,000
Edgefield Children Center	231								0			2,148,000	2,148,000
SB1145	232			43,425,000					43,425,000				43,425,000
Equipment Lease Purchase	234	120,000							120,000			1,352,528	1,472,528
Lease Purchase Project	235	5,755,000							5,755,000		350,000	7,801,810	13,906,810
Library Construction	236	13,650,000					2,700,000		16,350,000			29,000,000	45,350,000
Capital Improvement	240	2,780,243		100,000		359,054	15,000	400,000	3,654,297	36,950	4,110,220		7,801,467
Capital Acquisition	245								0		178,900		178,900
CareOregon	390			43,790,192			659,119		44,449,311		322,778		44,772,089
Children's Capitation Project	395			11,139,839				299,599	11,439,839		705,124		12,144,962
Insurance	400	7,438,663				86,000			7,524,663	23,490,837			31,015,500
Fleet Management	401	1,759,060		324,383		43,631	70,000	20,000	2,217,074	4,502,630			6,719,704
Telephone	402	600,726				1,015,846	32,748		1,649,320	2,444,824			4,094,144
Data Processing	403	898,709				241,348	62,000		1,202,057	7,889,386	1,402,600		10,494,043
Mail/Distribution	404	116,043							116,043	1,255,377	500	32,000	1,403,920
Facilities Management	410	1,146,510				2,495,329	70,000	750	3,712,589	20,903,855	1,200		24,617,844
Total All Funds		72,990,225	214,353,779	281,067,531	3,036,093	19,782,123	7,780,351	6,514,494	605,524,566	94,549,342	83,318,897	121,334,338	904,727,143

SUMMARY OF DEPARTMENTAL EXPENDITURE 1996-97

Fund		Aging	Community Corrections	Community and Family	District Attorney	Environmental Services	Health	Independent Organizations	Juvenile Justice	Library	Nondepartmental	Sheriff	Support Services	Department Expenditure
General	100	1,972,023	3,427,911	0	10,948,801	8,662,104	8,445,807	408,834	16,540,460		20,727,315	43,461,424	8,850,127	123,444,806
Strategic Investment	140										1,742,419			1,742,419
Road	150					43,956,289								44,174,876
Emergency Communications	151											188,587		102,005
Natural Areas	153					1,200,000						102,005		1,200,000
Bicycle Path	154					178,261								178,261
Recreation Fund	155					356,300								366,300
Federal/State	156	16,253,818	22,574,140	88,066,085	2,916,025	100,000	59,431,495	3,905,279	3,926,705		23,262	2,544,185	218,905	198,958,900
County School Fund	157										1,584,950			1,584,950
Tax Title Land Sales	158					1,220,750								1,220,750
Animal Control	159													0
Willamette River Bridges	161					6,941,021								6,941,021
Library Levy	162									24,071,287				24,071,287
Fair	164					44,444								44,444
Convention Center	166										5,428,000			5,428,000
Land Corner Preservation	167					557,527								557,527
Inmate Welfare	168													1,167,891
Public Safety Levy	169		1,828,419				2,211,762		55,206			1,112,605		21,418,246
Assessment and Taxation	175											17,376,065		10,929,677
Justice Special Operations	180		629,369		540,836	10,929,677								3,302,160
Revenue Bond Sinking	224											2,131,955		292,000
Capital Lease Retirement	225										292,000			14,118,708
Library Bond Sinking (93)	226										14,116,708			2,471,884
Library Bond Sinking (96)	227										2,471,884			870,000
Public Safety Bond Sinking	228										870,000			2,391,000
Justice Bond Project	230										2,391,000			
Edgefield Children Center	231					71,859,274							7,440,726	79,300,000
SB1145	232					2,148,000								2,148,000
Equipment Lease Purchase	234					43,425,000								43,425,000
Lease Purchase Project	235										1,472,528			1,472,528
Library Construction	236					13,906,810								13,906,810
Capital Improvement	240					27,350,000				15,500,000				42,850,000
Capital Acquisition	245					7,801,467								7,801,467
CareOregon	390										178,900			178,900
Children's Capitation Project	395			11,894,962			44,772,089							44,772,089
Insurance	400													11,894,962
Fleet Management	401										765,598		22,316,997	23,082,595
Telephone	402					5,728,423								5,728,423
Data Processing	403												4,093,644	4,093,644
Mail/Distribution	404					1,321,073							10,225,448	10,225,448
Facilities Management	410					22,711,828								1,321,073
Total All Funds		18,225,841	28,459,839	99,961,048	14,405,662	270,438,248	113,861,153	4,314,113	20,522,451	39,571,287	52,064,564	66,916,826	53,145,847	781,886,879

Summaries

FUND LEVEL TRANSACTIONS 1996-97

Fund		Department Expenditure	Cash Transfers	Contingency	Unappropriated Balance	Total Requirements
General	100	123,444,806	75,086,255	2,999,662	6,640,000	208,170,723
Strategic Investment	140	1,742,419				1,742,419
Road	150	44,174,876	3,415,171	37,669		47,627,716
Emergency Communications	151	102,005				102,005
Natural Areas	153	1,200,000	178,900			1,378,900
Bicycle Path	154	178,261				178,261
Recreation Fund	155	366,300				366,300
Federal/State	156	198,959,900	250,000			199,209,900
County School Fund	157	1,584,950				1,584,950
Tax Title Land Sales	158	1,220,750				1,220,750
Animal Control	159	0	1,301,027			1,301,027
Willamette River Bridges	161	6,941,021				6,941,021
Library Levy	162	24,071,287		201,956		24,273,243
Fair	164	44,444				44,444
Convention Center	166	5,428,000				5,428,000
Land Corner Preservation	167	557,527		580,570		1,138,097
Inmate Welfare	168	1,167,891				1,167,891
Public Safety Levy	169	21,416,246		2,501,792		23,918,038
Assessment and Taxation	175	10,929,677				10,929,677
Justice Special Operations	180	3,302,160	458,905			3,761,065
Revenue Bond Sinking	224	292,000			295,000	587,000
Capital Lease Retirement	225	14,116,708		4,857,666	1,005,000	19,979,374
Library Bond Sinking (93)	226	2,471,884		15,000	1,763,395	4,250,279
Library Bond Sinking (96)	227	870,000		15,000	1,658,352	2,543,352
Public Safety Bond Sinking	228	2,391,000		25,000	4,622,000	7,038,000
Justice Bond Project	230	79,300,000	1,000,000			80,300,000
Edgefield Children Center	231	2,148,000				2,148,000
SB1145	232	43,425,000				43,425,000
Equipment Lease Purchase	234	1,472,528				1,472,528
Lease Purchase Project	235	13,906,810				13,906,810
Library Construction	236	42,850,000		2,500,000		45,350,000
Capital Improvement	240	7,801,467				7,801,467
Capital Acquisition	245	178,900				178,900
CareOregon	390	44,772,089				44,772,089
Children's Capitation Project	395	11,894,962		250,000		12,144,962
Insurance	400	23,082,595		7,932,905		31,015,500
Fleet Management	401	5,728,423		991,281		6,719,704
Telephone	402	4,093,644		500		4,094,144
Data Processing	403	10,225,448	78,639	189,956		10,494,043
Mail/Distribution	404	1,321,073		82,847		1,403,920
Facilities Management	410	22,711,828	1,550,000	355,816		24,617,644
Total All Funds		781,886,879	83,318,897	23,537,620	15,983,747	904,727,143

SUMMARY OF DEPARTMENTAL REQUIREMENTS 1996-97

Department	Personal Services	Contractual Services	Materials & Services	Principal & Interest	Capital Outlay	Total Direct Expenditure	Service Reimbursements	Total Spending	FTE
Aging	8,747,817	5,104,920	382,213	0	52,200	14,287,150	3,938,691	18,225,841	203.60
Community and Family	16,212,347	77,087,732	1,280,780	0	123,991	94,704,850	5,256,198	99,961,048	373.58
Community Corrections	15,744,535	5,738,759	1,359,679	0	151,264	22,994,237	5,465,602	28,459,839	354.40
District Attorney	9,612,132	945,789	650,690	0	19,439	11,228,050	3,177,612	14,405,662	202.33
Environmental	25,651,852	52,443,693	17,074,617	0	149,802,080	244,972,242	25,466,006	270,438,248	548.46
Health	40,760,402	48,591,631	5,635,528	0	515,183	95,502,744	18,358,409	113,861,153	812.45
Independent Organizations	714,151	3,133,342	86,939	0	7,500	3,941,932	372,181	4,314,113	15.00
Juvenile Justice	10,766,975	3,340,472	1,114,650	0	72,900	15,294,997	5,227,454	20,522,451	230.55
Library	13,439,672	621,227	4,803,392	0	15,529,450	34,393,741	5,177,546	39,571,287	350.60
Nondepartmental	3,206,975	23,566,300	263,422	20,656,217	1,467,644	49,160,558	2,904,006	52,064,564	57.28
Sheriff	43,820,595	2,493,718	5,385,648	0	434,446	52,134,407	14,782,419	66,916,826	785.35
Support Services	<u>8,793,212</u>	<u>2,780,697</u>	<u>26,392,397</u>	<u>246,219</u>	<u>10,510,104</u>	<u>48,722,629</u>	<u>4,423,218</u>	<u>53,145,847</u>	<u>170.50</u>
TOTAL	197,470,665	225,848,280	64,429,955	20,902,436	178,686,201	687,337,537	94,549,342	781,886,879	4,104.10

Further Information Sources

MANAGEMENT PHONE LIST

Name	Function	Phone
Board of County Commissioners:		
Beverly Stein	County Chair	248-3308
Bill Farver	Executive Assistant	248-3958
Norm Monroe	Community Pub. Safety Liaison	248-3962
Melinda Peterson	RESULTS	248-3971
Maria Rojo de Steffey	BCC/Interdepartmental Issues	248-3955
Sharon Timko	Land Use/Planning	248-3960
Rhys Scholes	Media and Comm. Svcs Issues	248-3928
Jo Ann Bowman	Comm. Svcs./Partnerships	248-3963
Delma Farrell	Support Svcs Coordinator	248-3953
Lyne Martin	Chair Stein's Calendar	248-3308
Peter Ozanne	Public Safety Coordinator	248-3956
Eddie Campbell	Communications Specialist	248-3960
Dan Saltzman	Commissioner, District 1	248-5220
Cameron Vaughn-Tyler	Staff Assistant	248-5220
Gary Hansen	Commissioner, District 2	248-5219
Mike Delman	Staff Assistant	248-5219
Tanya Collier	Commissioner, District 3	248-5217
Darlene Carlson	Staff Assistant	248-5217
Sharron Kelley	Commissioner, District 4	248-5213
Robert Trachtenberg	Staff Assistant	248-5213
Others:		
Deborah Bogstad	Board Clerk	248-3277
Larry Kressel	County Counsel	248-3138
Independent Organizations:		
Carol Wire	Mult. Co. Comm. on Families	248-3982
John Legry	Citizen Involvement	248-3450
Courtney Wilton	Tax Supv. & Conserv. Comm.	248-3054
City/County Organizations:		
Pamela Wev	Portland-Multnomah Progress Board	823-6990
Helen Cheek	Metro. Humans Relations Comm.	823-5136
Becky Wehrli	Port./Mult. Co. Comm. on Aging	823-5269

Further Information Sources

Name	Function	Phone
<u>Departments:</u>		
<u>Support Services:</u>		
Jean Miley	Risk Management	248-3882
Michael J. Gilsdorf	Emergency Management	251-2466
Ken Upton	Labor Relations	248-5135
Curtis Smith	Employee Services	248-5015
Robert Phillips	Affirmative Action	823-4164
Barry Crook	Budget & Quality Office	248-3575
Dave Boyer	Finance	248-3903
Satish Nath	Accounts Payable	248-3316
Jean Uzelac	General Ledger	248-3786
Mindy Harris	Payroll	248-3432
Franna Hathaway	Purchasing	248-5111
Brian Lewis	Central Stores	248-3669
Harry Morton	Treasury	248-3290
<u>Aging Services:</u>		
Jim McConnell	Director	248-3620
Kathy Gillette	Admin. Svcs. Officer	248-3620
Bill Grossie	Program Dev. Specialist	248-3620
<u>Community & Family Services:</u>		
Lorenzo Poe	Director	248-3691
Howard Klink	Deputy Director	248-3691
Kathy Tinkle	Admin. Svcs. Officer	248-3691
Susan Clark	Support Svcs. Manager	248-3691
<u>Community Corrections:</u>		
Tamara Holden	Director	248-3701
Patrick Brun	Administration (Budget)	248-3701
Cary Harkaway	Administration	248-3701
Judith Duncan	Diagnostic	248-3081
Michael Haines	Integrated Service Districts (West)	248-3456
Horace Howard	Integrated Service Districts (SE)	248-5051
Bill Jackson	Integrated Service Districts (NE)	248-3393
Jim Rood	Integrated Service Districts (Mid)	248-3236
<u>County Auditor:</u>		
Gary Blackmer	County Auditor	248-3320
<u>District Attorney:</u>		
Mike Schrunk	District Attorney	248-3162

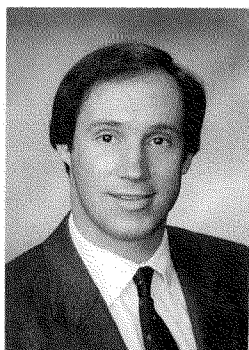
Further Information Sources

Name	Function	Phone
<u><i>Environmental Services:</i></u>		
Larry Nicholas	Acting Director	248-5012
Mike Oswald	Administration (Budget)	248-5001
Kathy Busse	Planning, Transportation, & Land Use	248-5108
Wayne George	Facilities & Prop. Mgmt.	248-3322
David Flagler	Animal Control	248-3790
Tom Guiney	Fleet, Records, Elec., Distribution Svcs	248-5353
Janice Druian	Assessment & Taxation	248-3345
Vicki Ervin	Elections	248-3720
Jim Munz	Information Services	248-3749
<u><i>Health:</i></u>		
Billi Odegaard	Director	248-3674
Tom Fronk	Bus. & Admin. Svcs.(Budget)	248-3674
Dr. Gary Oxman	Regulatory Health	248-3674
Jeanne Gould	HIV/STD Services	248-3674
Jan Sinclair	Specialty Care Clinics	248-3674
Mary Lou Hennrich	CareOregon	306-5900
Shari Blakeslee	Primary Care	248-3674
Gordon Empy	Dental Services	248-3674
Dwayne Prather	Support Services	248-3674
Kathy Page	Corrections Health	248-3674
<u><i>Juvenile Justice Services:</i></u>		
Elyse Clawson	Director	248-3460
Joanne Fuller	Deputy Director	248-3460
Jim Anderson	Detention & Alternatives	248-3594
Marie Eighmey	Fiscal Program Services (Budget)	248-3550
Jann Brown	Information & Business Services	248-3544
Bill Morris	Community & Court Services	248-3532
<u><i>Library:</i></u>		
Ginnie Cooper	Director	248-5403
Jeanne Goodrich	Deputy Director	248-5492
Becky Cobb	Technical & Support Svcs. Dir.	248-5499
<u><i>Sheriff's Office:</i></u>		
Dan Noelle	Sheriff	251-2400
Barbara Simon	Executive Assistant	251-2503
Larry Aab	Fiscal Officer	251-2489
Sharon Owen	Research Analyst	251-2446

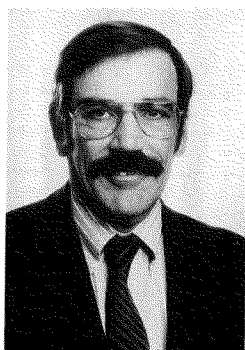
MULTNOMAH COUNTY COMMISSIONERS



Beverly Stein,
Commissioner
Chairperson,
(503) 248-3308



Dan Saltzman,
Commissioner
District No. 1
(503) 248-5220



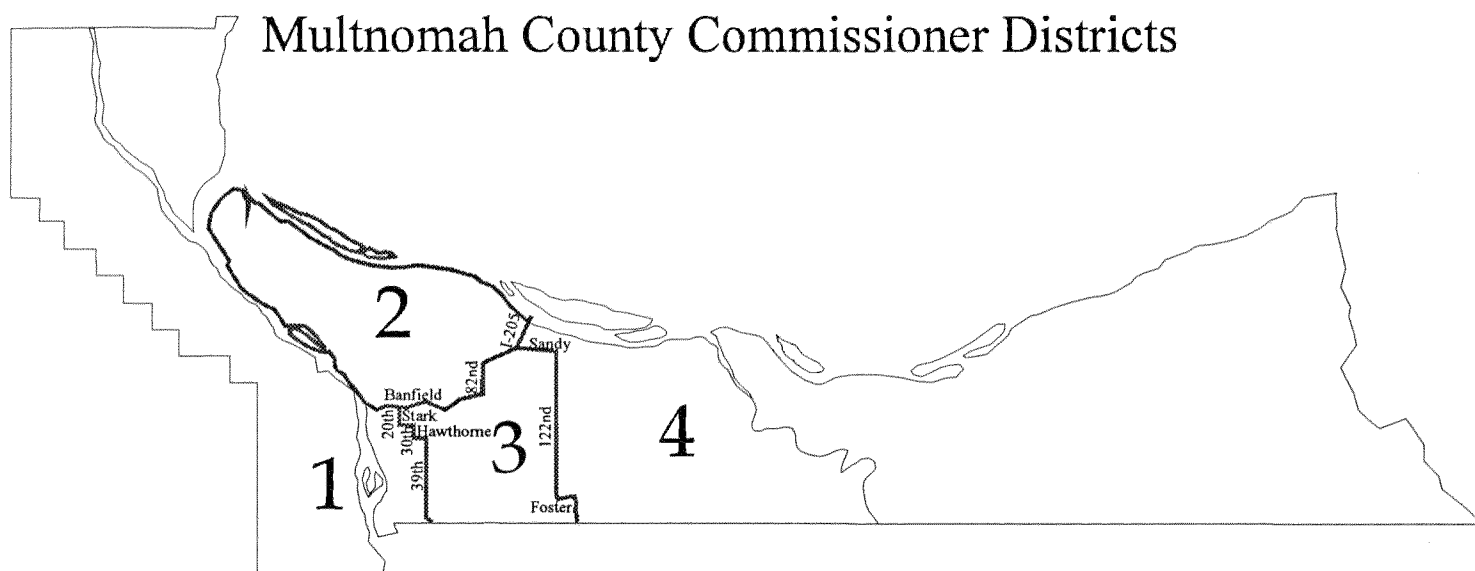
Gary Hansen,
Commissioner
District No. 2
(503) 248-5219



Tanya Collier,
Commissioner
District No. 3
(503) 248-5217



Sharron Kelley,
Commissioner
District No. 4
(503) 248-5213



MULTNOMAH COUNTY, OREGON