

ANNOTATED MINUTES

*Tuesday, December 14, 1993 - 9:30 AM
Multnomah County Courthouse, Room 602*

BOARD BRIEFINGS

- B-1 Review of Land Use Appeal Hearing Practices and Procedures. Request Board direction on a strategy for the Processing of Appeals of Hearings Officer/Planning Commission Decisions on Quasi-Judicial Land Use Applications. Presented by R. Scott Pemble, Laurence Kressel and Representatives from Clackamas County Counsel, Portland City Attorney and Metro Legal Counsel.*

**PRESENTATION AND RESPONSE TO BOARD QUESTIONS BY
LAURENCE KRESSEL, ADRIENNE BROCKMAN, SCOTT PEMBLE
AND MIKE JUDD. BOARD DISCUSSION AND COMMENTS.
DISCUSSION TO CONTINUE FOLLOWING AFTERNOON
PLANNING MEETING.**

- B-2 Briefing and Discussion of Program Measurements and Program Narrative. Presented by Dave Warren and Gary Blackmer.*

**PRESENTATION AND RESPONSE TO BOARD QUESTIONS BY
DAVE WARREN AND GARY BLACKMER.**

*Tuesday, December 14, 1993 - 1:30 PM
Multnomah County Courthouse, Room 602*

PLANNING ITEMS

Chair Beverly Stein convened the meeting at 1:40 p.m., with Vice-Chair Gary Hansen, Commissioners Sharron Kelley and Dan Saltzman present, and Commissioner Tanya Collier excused.

- P-1 LD 2-93/MC 1-93 Review the November 24, 1993 Planning and Zoning Hearings Officer Decision DENYING Tentative Plan for the Type I Land Division Requested, a Partition Resulting in Three Lots; and DENYING the Request to Use Easements as a Means of Access to Proposed Parcels 1 and 3, for Property Located at 17903 NW ST. HELENS ROAD.*

DECISION READ, NO APPEAL FILED, DECISION STANDS.

- P-2 C 7-93 First Reading of a Proposed ORDINANCE Amending Sections of MCC 11.45, the Multnomah County Land Division Ordinance*

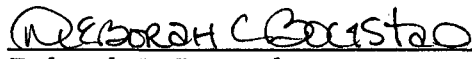
**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES
AVAILABLE. COMMISSIONER SALTZMAN MOVED AND
COMMISSIONER KELLEY SECONDED, APPROVAL OF THE
FIRST READING. PLANNER DAVE PRESCOTT PRESENTATION**

AND RESPONSE TO BOARD QUESTIONS. COUNSEL JOHN DuBAY COMMENTS AND RESPONSE TO BOARD QUESTIONS. FIRST READING UNANIMOUSLY APPROVED. SECOND READING SCHEDULED FOR 1:30 P.M., TUESDAY, DECEMBER 28, 1993.

AT 1.55 P.M., THE BOARD RESUMED DISCUSSION OF LAND USE APPEAL PRACTICE AND PROCEDURES FROM MORNING BRIEFING. MR. PEMBLE PRESENTED STAFF RECOMMENDATIONS. MR. DuBAY AND MR. PEMBLE RESPONSE TO BOARD QUESTIONS. BOARD DISCUSSION. BOARD DIRECTED STAFF TO PREPARE CODE AMENDMENT TO NO LONGER REQUIRE TRANSCRIPT PREPARATION, AND TO LOOK INTO SOME TYPE OF BOARD ROOM SIGNAGE WITH INSTRUCTIONS FOR PUBLIC PROCESS AND PROCEDURES FOR APPEAL HEARINGS. CHAIR STEIN DIRECTED THAT STAFF REPLY TO SURVEY PARTICIPANTS ADVISING OF THE CHANGES TO BE MADE IN CONNECTION WITH THEIR RESPONSE.

There being no further business, the meeting was adjourned at 2:40 p.m.

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


Deborah L. Bogstad

*Tuesday, December 14, 1993 - 2:45 PM
Multnomah County Courthouse, Room 602*

WORK SESSION

WS-1 Program Measurements and Program Narrative for the Department of Library Services.

PRESENTATION AND RESPONSE TO BOARD QUESTIONS BY DAVE WARREN, GINNIE COOPER, PAUL MILLIUS, CHING HAY, MEGANNE STEELE, JEANNE GOODRICH AND MARGARET EPTING.

*Wednesday, December 15, 1993 - 8:30 AM
Multnomah County Courthouse, Room 602*

WORK SESSIONS

WS-2 Program Measurements and Program Narrative for the Multnomah County Sheriff's Office.

**PRESENTATION AND RESPONSE TO BOARD QUESTIONS BY
SHERIFF BOB SKIPPER, LARRY AAB, RANDY AMUNDSON,
STEVE TILLINGHAST, JOHN SCHWEITZER, AND JAN
LANGFORD.**

WS-3 *Program Measurements and Program Narrative for the District Attorney's Office*

**PRESENTATION AND RESPONSE TO BOARD QUESTIONS BY
MICHAEL SCHRUNK.**

*Thursday, December 16, 1993 - 9:30 AM
Multnomah County Courthouse, Room 602*

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:32 a.m., with Commissioners Sharron Kelley and Dan Saltzman present, Commissioner Tanya Collier excused and Vice-Chair Hansen to arrive late.

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY
COMMISSIONER SALTZMAN, THE CONSENT CALENDAR WAS
UNANIMOUSLY APPROVED.**

DEPARTMENT OF ENVIRONMENTAL SERVICES

C-1 *ORDER in the Matter of the Execution of Deed D940971 for Certain Tax Acquired
Property to AAA Structures, Inc.*

ORDER 93-388.

REGULAR AGENDA

NON-DEPARTMENTAL

R-6 *First Reading and Possible Adoption of an ORDINANCE Repealing Multnomah
County Ordinances 632 and 751, and Creating the Multnomah Commission on
Children and Families, and Declaring an Emergency*

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES
AVAILABLE. COMMISSIONER SALTZMAN MOVED AND
COMMISSIONER KELLEY SECONDED, APPROVAL OF THE
FIRST READING AND ADOPTION. CHAIR STEIN
EXPLANATION. BOARD COMMENTS. ORDINANCE 780
UNANIMOUSLY APPROVED.**

R-7 *In the Matter of the Appointments of Judith Armatta, Kathy Dimond, Bernie Guisto,
Chisao Hata, David Jordan, Kay Lowe, Janice Nightingale, Roby Roberts, Steve*

Fulmer, Muriel Goldman, Betty Jean Lee, Sharon McCluskey, Thach Nguyen, Blanca Ruckert, Jana Shouter, Cornetta Smith, Luther Sturdevant, Maria Tenorio, Pauline Anderson, Jacki Cottingim, Mimi Gray, Samuel Henry, Mark Rosenbaum, Joseph Tam, Kay Toran, Nan Waller and Diane Walton to the MULTNOMAH COMMISSION ON CHILDREN AND FAMILIES

CHAIR STEIN PRESENTATION AND INTRODUCTION OF APPOINTEES AND COMMISSION CHAIR PAULINE ANDERSON. MS. ANDERSON COMMENTS. UPON MOTION OF COMMISSIONER SALTZMAN, SECONDED BY COMMISSIONER KELLEY, R-7 WAS UNANIMOUSLY APPROVED.

CHAIR STEIN INTRODUCED NEWLY APPOINTED COMMISSION DIRECTOR HELEN RICHARDSON. MS. RICHARDSON COMMENTS.

The Board recessed at 9:54 a.m. and reconvened at 10:02 a.m. Vice-Chair Hansen arrived at 10:03 a.m.

R-1 *Presentation in the Matter of Employee Service Awards Honoring Multnomah County Employees with Five to Thirty Years of Service.*

BOARD COMMENTS IN APPRECIATION OF COUNTY EMPLOYEES. BOARD GREETED, ACKNOWLEDGED AND PRESENTED 5 YEAR AWARDS TO MATHEW DELENIKOS, RICHIE GOSS, LYLE HALVERSON, JUANITA JOHNSON, DANIEL PINKNEY AND SANDRA RORICK OF DCC; JAMES CRAFT, PAUL DAILEY, BETTY HOPKINS, ROBERT MASSEY AND MICHAEL TROJAN OF DES; LORNA SCHILLING OF DLS; JOHN DuBAY OF NOND; LINDA BAILEY, ALLISON BELCHER, DEBORAH DANNER, WILLIAM GROSSIE, KRISTINA OGILVIE, CAROLINE SULLIVAN AND DUANE WILLHITE OF DSS; 10 YEAR AWARD PRESENTED TO MARY FARRIER OF DCC. 15 YEAR AWARDS PRESENTED TO WILLIAM BENDER, SIDNEY DICKERSON AND BONNIE SCOTT OF DCC; THOMAS DANIELS, JAMES KOCH, CURTIS MEADE, SANDRA MOORHEAD, GLORIA PICKERING, WILLIAM SMITH, SAVANA SWAIN AND FRANCINE YUNKER OF DES. 20 YEAR AWARDS PRESENTED TO JAMES MASON, KATHLEEN STALLINGS AND EDNA THOMPSON OF DCC; DONALD COURSER AND PAMELA GULLEY OF DES. 25 YEAR AWARDS PRESENTED TO MICHAEL GILSDORF AND ROBERT SULLIVAN OF DES. 30 YEAR AWARD PRESENTED TO STANLEY BUCKNUM OF DLS.

R-2 *PUBLIC HEARING and Consultation Regarding Cancellation of Real Property Taxes for 335 Real Property Tax Accounts Located within Multnomah County, in the Approximate Amount of \$876,046.60*

VICE-CHAIR HANSEN AND ERIC STEN PRESENTATION, EXPLANATION AND INTRODUCTION OF MAXINE

FITZPATRICK. HEARING HELD, NO ONE WISHED TO TESTIFY.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-3** **RESOLUTION in the Matter of Approval of an Intergovernmental Agreement for Management of the "Willamette Shore Line" Right of Way**

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-3. SCOTT PEMBLE PRESENTATION, EXPLANATION AND INTRODUCTION OF SHARON KELLY-MEYER AND JENNIFER RYAN. RESOLUTION 93-389 UNANIMOUSLY APPROVED.

- R-4** **RESOLUTION in the Matter of Creating an Interim Multnomah County Advisory Fair Board.**

COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-4. HANK MIGGINS EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BOARD RECOGNITION AND ACKNOWLEDGEMENT OF FAIR TASK FORCE MEMBERS IN AUDIENCE. RESOLUTION 93-390 UNANIMOUSLY APPROVED. RICK SANDERS TESTIMONY IN SUPPORT OF ADVISORY FAIR BOARD.

NON-DEPARTMENTAL

- R-5** **RESOLUTION in the Matter of Multnomah County's Participation in a Cities/County Coordinating Committee**

AT THE REQUEST OF CHAIR STEIN AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, IT WAS UNANIMOUSLY APPROVED THAT R-5 BE CONTINUED THURSDAY, DECEMBER 23, 1993.

SHERIFF'S OFFICE

- R-8** **Ratification of Intergovernmental Agreement Contract 800544 Between the City of Portland and Multnomah County, Providing Sheriff's Office Access to the 800 MHZ, Simulcast and Trunking Radio System**

AT THE REQUEST OF CHAIR STEIN AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, IT WAS UNANIMOUSLY APPROVED THAT R-8 BE CONTINUED THURSDAY, DECEMBER 23, 1993.

DEPARTMENT OF COMMUNITY CORRECTIONS

- R-9** **Budget Modification DCC #2 Requesting Authorization to Increase ADAPT Grant Revenue and Move Sanctions and Services Revenue to Program Development Budget within the Southeast Division Budget**

COMMISSIONER HANSEN MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-9. TAMARA HOLDEN EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

- R-10** *Budget Modification DCC #3 Requesting Authorization to Increase Personal Services and Decrease Materials and Services in the Day Reporting Center within the West District Division Budget*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-10. TAMARA HOLDEN EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

DEPARTMENT OF LIBRARY SERVICES

- R-11** *Budget Modification DLS #2 Requesting Authorization to Increase the Department of Library Services Indirect Cost Rate from 6.14% to 6.9%, as Specified in the 1993-94 Indirect Cost Rate Agreement*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-11. CHING HAY EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

DEPARTMENT OF HEALTH

- R-12** *Ratification of Intergovernmental Agreement Contract 201744 Between the Oregon Office of Medical Assistance (OMAP) and Multnomah County, for the Provision of Fully Capitated Health Services to Medicaid Clients through CareOregon, for the Period February 1, 1994 through September 30, 1994*

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-12. TOM FRONK AND MARY LOU HENNRICH PRESENTATION, EXPLANATION AND RESPONSE TO BOARD QUESTIONS. STAFF TO PROVIDE BOARD WITH QUARTERLY FINANCIAL UPDATES. BOARD COMMENTS. AGREEMENT UNANIMOUSLY APPROVED.

- R-13** *Ratification of Intergovernmental Agreement Contract 201104 Between the Oregon Office of Medical Assistance (OMAP) and Multnomah County, Wherein the Health Department Acts as a Dental Care Organization (DCO) to Provide Members of OMAP's Oregon Health Plan with Prepaid Dental Services on a Capitated Basis, for the Period February 1, 1994 through September 30, 1994*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-13. MR. FRONK EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.

CHILDREN AND FAMILIES SERVICES DIVISION

- R-14 *Request for Approval in the Matter of a Grant Award from the Oregon Commission on Children and Families, Juvenile Justice and Delinquency Prevention Office, to Provide Partial Funding for the Roosevelt Cluster Coordinator Position, for the Retroactive Period July 1, 1993 through September 30, 1993*

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-14. REY ESPANA EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-16 *Ratification of Intergovernmental Agreement Contract 301174 Between Metro and Multnomah County, Transferring Effective January 1, 1994, the Operation and Management of Regional Parks, Natural Areas, Golf Courses, Cemeteries and Trade Spectator Facilities Presently Owned and Operated by Multnomah County, to Metro, Including Transfer of all Personnel and Financial Assets of the County's Recreation Fund, Phase I, and Effective July, 1996, Transfer of County Ownership of Those Facilities and Associated Property to Metro, Phase II*

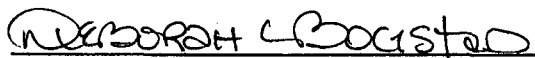
COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-16. BETSY WILLIAMS SUBMITTED AN AMENDED AGREEMENT FOR BOARD CONSIDERATION. MS. WILLIAMS PRESENTATION, EXPLANATION AND RESPONSE TO BOARD QUESTIONS. TESTIMONY IN OPPOSITION TO TRANSFER FROM TOM CROPPER AND RICK SANDERS. BOARD RESPONSE TO MR. SANDERS. BOARD COMMENTS. UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, THE AMENDMENTS WERE UNANIMOUSLY APPROVED. THE AGREEMENT AS AMENDED WAS UNANIMOUSLY APPROVED. MR. MIGGINS COMMENTS IN SUPPORT OF EXCELLENT EXPO STAFF.

PUBLIC COMMENT

- R-15 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

There being no further business, the meeting was adjourned at 11:15 a.m.

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


Deborah L. Bogstad

12-16-93.MIN/deb



MULTNOMAH COUNTY OREGON

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

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

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

DECEMBER 13, 1993 - DECEMBER 17, 1993

Tuesday, December 14, 1993 - 9:30 AM - Board Briefings.Page 2

Tuesday, December 14, 1993 - 1:30 PM - Planning ItemsPage 2

Tuesday, December 14, 1993 - 2:45 PM - Work SessionPage 2

Wednesday, December 15, 1993 - 8:30 AM - Work SessionsPage 3

Thursday, December 16, 1993 - 9:30 AM - Regular Meeting.Page 3

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

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

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

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

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

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

Tuesday, December 14, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

BOARD BRIEFINGS

- B-1 Review of Land Use Appeal Hearing Practices and Procedures. Request Board direction on a strategy for the Processing of Appeals of Hearings Officer/Planning Commission Decisions on Quasi-Judicial Land Use Applications. Presented by R. Scott Pemble, Laurence Kressel and Representatives from Clackamas County Counsel, Portland City Attorney and Metro Legal Counsel. 9:30 AM TIME CERTAIN, 90 MINUTES REQUESTED.*
- B-2 Briefing and Discussion of Program Measurements and Program Narrative. Presented by Dave Warren and Gary Blackmer. 11:00 AM TIME CERTAIN, 1 HOUR REQUESTED.*
-

Tuesday, December 14, 1993 - 1:30 PM

Multnomah County Courthouse, Room 602

PLANNING ITEMS

- P-1 LD 2-93/MC 1-93 Review the November 24, 1993 Planning and Zoning Hearings Officer Decision DENYING Tentative Plan for the Type I Land Division Requested, a Partition Resulting in Three Lots; and DENYING the Request to Use Easements as a Means of Access to Proposed Parcels 1 and 3, for Property Located at 17903 NW ST. HELENS ROAD.*
- P-2 C 7-93 First Reading of a Proposed ORDINANCE Amending Sections of MCC 11.45, the Multnomah County Land Division Ordinance. 1 HOUR REQUESTED.*
-

Tuesday, December 14, 1993 - 2:45 PM

Multnomah County Courthouse, Room 602

WORK SESSION

- WS-1 Program Measurements and Program Narrative for the Department of Library Services. 2:45 PM TIME CERTAIN, 2 1/4 HOURS REQUESTED.*
-

Wednesday, December 15, 1993 - 8:30 AM

Multnomah County Courthouse, Room 602

WORK SESSION

WS-2 *Program Measurements and Program Narrative for the Multnomah County Sheriff's Office. 8:30 AM TIME CERTAIN, 2 HOURS REQUESTED.*

WS-3 *Program Measurements and Program Narrative for the Department of Community Corrections. 10:30 AM TIME CERTAIN, 1 1/2 HOURS REQUESTED.*

Thursday, December 16, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

DEPARTMENT OF ENVIRONMENTAL SERVICES

C-1 *ORDER in the Matter of the Execution of Deed D940971 for Certain Tax Acquired Property to AAA Structures, Inc.*

REGULAR AGENDA

NON-DEPARTMENTAL

R-1 *Presentation in the Matter of Employee Service Awards Honoring Multnomah County Employees with Five to Thirty Years of Service. 9:30 AM TIME CERTAIN, 30 MINUTES REQUESTED.*

R-2 *PUBLIC HEARING and Consultation Regarding Cancellation of Real Property Taxes for 335 Real Property Tax Accounts Located within Multnomah County, in the Approximate Amount of \$876,046.60. 10:00 AM TIME CERTAIN, 10 MINUTES REQUESTED.*

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-3 *RESOLUTION in the Matter of Approval of an Intergovernmental Agreement for Management of the "Willamette Shore Line" Right of Way. 10:15 AM TIME CERTAIN, 15 MINUTES REQUESTED.*

R-4 *RESOLUTION in the Matter of Creating an Interim Multnomah County Advisory Fair*

Board. 10:30 AM TIME CERTAIN, 15 MINUTES REQUESTED.

NON-DEPARTMENTAL

- R-5 *RESOLUTION in the Matter of Multnomah County's Participation in a Cities/County Coordinating Committee (CONTINUED FROM DECEMBER 9, 1993. PLEASE NOTE: CHAIR STEIN WILL BE REQUESTING A CONTINUANCE TO DECEMBER 23, 1993.)*
- R-6 *First Reading and Possible Adoption of an ORDINANCE Repealing Multnomah County Ordinances 632 and 751, and Creating the Multnomah Commission on Children and Families, and Declaring an Emergency*
- R-7 *In the Matter of the Appointments of Judith Armatta, Kathy Dimond, Bernie Guisto, Chisao Hata, David Jordan, Kay Lowe, Janice Nightingale, Roby Roberts, Steve Fulmer, Muriel Goldman, Betty Jean Lee, Sharon McCluskey, Thach Nguyen, Blanca Ruckert, Jana Shouter, Cornetta Smith, Luther Sturdevant, Maria Tenorio, Pauline Anderson, Jacki Cottingim, Mimi Gray, Samuel Henry, Mark Rosenbaum, Joseph Tam, Kay Toran, Nan Waller and Diane Walton to the MULTNOMAH COMMISSION ON CHILDREN AND FAMILIES*

SHERIFF'S OFFICE

- R-8 *Ratification of Intergovernmental Agreement Contract 800544 Between the City of Portland and Multnomah County, Providing Sheriff's Office Access to the 800 MHZ, Simulcast and Trunking Radio System*

DEPARTMENT OF COMMUNITY CORRECTIONS

- R-9 *Budget Modification DCC #2 Requesting Authorization to Increase ADAPT Grant Revenue and Move Sanctions and Services Revenue to Program Development Budget within the Southeast Division Budget*
- R-10 *Budget Modification DCC #3 Requesting Authorization to Increase Personal Services and Decrease Materials and Services in the Day Reporting Center within the West District Division Budget*

DEPARTMENT OF LIBRARY SERVICES

- R-11 *Budget Modification DLS #2 Requesting Authorization to Increase the Department of Library Services Indirect Cost Rate from 6.14% to 6.9%, as Specified in the 1993-94 Indirect Cost Rate Agreement*

DEPARTMENT OF HEALTH

- R-12 *Ratification of Intergovernmental Agreement Contract 201744 Between the Oregon Office of Medical Assistance (OMAP) and Multnomah County, for the Provision of*

Fully Capitated Health Services to Medicaid Clients through CareOregon, for the Period February 1, 1994 through September 30, 1994

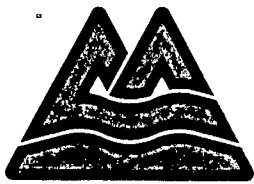
- R-13 *Ratification of Intergovernmental Agreement Contract 201104 Between the Oregon Office of Medical Assistance (OMAP) and Multnomah County, Wherein the Health Department Acts as a Dental Care Organization (DCO) to Provide Members of OMAP's Oregon Health Plan with Prepaid Dental Services on a Capitated Basis, for the Period February 1, 1994 through September 30, 1994*

CHILDREN AND FAMILIES SERVICES DIVISION

- R-14 *Request for Approval in the Matter of a Grant Award from the Oregon Commission on Children and Families, Juvenile Justice and Delinquency Prevention Office, to Provide Partial Funding for the Roosevelt Cluster Coordinator Position, for the Retroactive Period July 1, 1993 through September 30, 1993*

PUBLIC COMMENT

- R-15 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*



MULTNOMAH COUNTY OREGON

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

BOARD OF COUNTY COMMISSIONERS

BEVERLY STEIN •	CHAIR •	248-3308
DAN SALTZMAN •	DISTRICT 1 •	248-5220
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TANYA COLLIER •	DISTRICT 3 •	248-5217
SHARRON KELLEY •	DISTRICT 4 •	248-5213
CLERK'S OFFICE •	248-3277 •	248-5222

SUPPLEMENTAL AGENDA

Thursday, December 16, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

- R-16 *Ratification of Intergovernmental Agreement Contract 301174 Between Metro and Multnomah County, Transferring, Effective January 1, 1994, the Operation and Management of Regional Parks, Natural Areas, Golf Courses, Cemeteries, and Trade/Spectator Facilities Presently Owned and Operated by Multnomah County to Metro, Including Transfer of All Personnel and Financial Assets of the County's Recreation Fund (Phase I); and Effective July, 1996, Transfer of County Ownership of Those Facilities and Associated Property to Metro (Phase II)*

1993-4.AGE/50

TANYA COLLIER
Multnomah County Commissioner
District 3



1120 SW Fifth St, Suite 1500
Portland, OR 97204
(503) 248-5217

MEMORANDUM

TO: Clerk of the Board
Chair, Beverly Stein
Commissioner Gary Hansen
Commissioner Sharron Kelley
Commissioner Dan Saltzman

FROM: Commissioner Tanya Collier

DATE: December 14, 1993

SUBJECT: Absence from December 14, 1993 Afternoon Board Briefing

Please excuse Tanya from the afternoon Board briefing on December 14, 1993.
The Commissioner has gone home for the day with flu symptoms.

Thank you.

TC:sf

BOARD OF
COUNTY COMMISSIONERS
1993 DEC 14 PM 5:53
MULTNOMAH COUNTY
OREGON

MEETING DATE: DEC 14 1993

AGENDA NO: WS-1

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Program Narrative and key results (performance measurements) for 1994-95 Budget

BOARD BRIEFING

Date Requested: 12/14

Amount of Time Needed: 2 1/4 hours

DEPARTMENT: Nondepartmental **DIVISION:** Planning & Budget

CONTACT: Dave Warren **TELEPHONE #:** 248 - 3822

BLDG/ROOM #: 160 / 1400

PERSON(S) MAKING PRESENTATION: see below

ACTION REQUESTED:

☒ **INFORMATIONAL ONLY** ☒ **POLICY DIRECTION** ☐ **APPROVAL** ☐ **OTHER**

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

Work session with the Board on program measurements and program narrative for the Library. These work sessions were suggested by Commissioners at the November 30, 1993 retreat at Blue Lake.

Library (Ginnie Cooper)

2 1/4 hours

Tuesday 12/14

2:45 - 5:00

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER: _____

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

CLERK OF
COUNTY COMMISSIONERS
1993 DEC -9 AM 8:42
MULTNOMAH COUNTY
OREGON



MULTNOMAH COUNTY, OREGON

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

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

TO: Board of County Commissioners

FROM: Dave Warren, Budget Manager *DCW*

TODAY'S DATE: December 8, 1993

REQUESTED PLACEMENT DATE: December 14 and December 15

SUBJECT: Review of Program Narratives and Key Results (performance measurements) for 1994-95 Budget

I. Recommendation / Action Requested:

The set of briefings is intended to give the Board two forms of information to react to prior to the 1994-95 budget process -- the program narratives for the programs that will be considered in the budget, and the performance measurements (key results) that departments will begin to track and include with their budget requests. This offers an opportunity for the Board to note improvements that would make the narrative descriptions more useful to Commissioners, and to suggest and discuss changes to the program measurements. It also offers a time for Commissioners and departments to begin to identify policy, service, and program issues that should be fleshed out during the budget process.

II. Background / Analysis:

In May, Planning & Budget and staff hired by the Board began the process of refining the program budget and preparing the format for the 1994-95 budget document. In August, the Board approved the skeleton of the budget format and the array of programs to build budget requests around. In September and October, department staff and Planning & Budget staff worked to build the narrative explanation of these programs and to prepare measurements that will track the "key results" of these programs. In November, Planning & Budget incorporated the proposed narrative and measurements into a unified document. That document is now available for the Board to review.

The budget preparation process parallels the Board's policy discussions that will establish urgent benchmarks to be addressed over time. Reacting to those benchmarks will be one of the tasks for departments in preparing their 1994-95 budget requests during January and February 1994.

This portion of the budget process identifies the ongoing expectations of County programs. The objectives for each program specific to 1994-95 will be identified as part of the budget preparation process in January / February 1994.

The 1994-95 budget preparation process will also attempt to identify and thoroughly discuss major issues for the County.

III. Financial Impact:

N/A

IV. Legal Issues:

N/A

V. Controversial Issues:

N/A

VI. Link to Current County Policies:

This set of hearings is part of the overall process directed by the Board in January 1993. Its goal is to reconfigure the budget process and document to give the Board more program and policy - related information.

VII. Citizen Participation:

In November, CBAC's began to review the proposed measurements. Each CBAC has been asked to comment on the measurements for their relevant departments. The CBAC comments will be available by December 15. CBAC members have been asked to present their suggestions to the Board at the scheduled briefings as well.

VIII. Other Government Participation:

N/A



MULTNOMAH COUNTY, OREGON

Clerk

BOARD OF COUNTY COMMISSIONERS

BEVERLY STEIN
DAN SALTZMAN
GARY HANSEN
TANYA COLLIER
SHARRON KELLEY

PLANNING & BUDGET
PORTLAND BUILDING
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PHONE (503)248-3883

TO: Tanya Collier, Commissioner
Gary Hansen, Commissioner
Sharron Kelley, Commissioner
Dan Saltzman, Commissioner

FROM: Dave Warren, Budget Manager *DCW*

DATE: December 9, 1993

SUBJECT: Program Narrative and Key Results (performance measurements) for 1994-95

1993 DEC - 9 AM 11:40
MULTNOMAH COUNTY
OREGON

Accompanying this memo, and dwarfing it, are two copies of the entire set of preliminary program narratives and performance measurements for County organizations. These descriptions and measurements were developed as the first major step in the 1994-95 budget process.

As you know, we have set up times to review this narrative and the measurements during the next two weeks. I hope those sessions will give you and the departments a chance to:

1. discuss the program narratives and identify ways you think they can be improved before the 1994-95 Budget comes to you,
2. understand the information being conveyed by the Key Results in each of the programs, and identify changes you would like to see in those measurements,
3. and to begin to identify program or policy issues you would like to see thoroughly explored and discussed as part of the budget process.

The order of the departments in the document is the order we believe departments will appear before you. However, this order is still being negotiated as departments have other schedule conflicts they are trying to work around.

Gary Blackmer and I will spend about an hour on December 14 explaining what information was collected during this phase of the budget process, and what additional information we expect to gather as the process continues. We will also talk about the kinds of measurements we asked departments to develop, and discuss why we chose them.

Before each department comes to the work session, I expect you will also receive other information specific to that department:

- the department's "Performance Trends," the graphic display of the performance measures we believe are most significant for the departments. (The reason you do not have it as part of this package is that my office has not been able to complete them yet.)
- the full explanations of each of the performance measures included in the preliminary document.

December 9, 1993

- reports from each of the CBAC's about their review of the proposed measurements, and their recommendations for ways to change the program narrative and performance measures. Chair Stein requested CBAC's to prepare these reports and I asked that they be submitted to her office by December 15. They are not yet in final form. (CBAC members may be available at the work sessions to give you oral summaries of their recommendations as well.)

I hope that reviewing the preliminary document and the backup materials will give you a sense of the places where you want further discussion during these December work sessions. As you review the documents, it may be useful to think in terms of these general questions

1. What improvements would you like to see in specific program narratives or Key Results?
2. What program issues do these narratives and Key Results suggest for further elaboration and analysis as part of the budget request process?
3. Are there any alternative service delivery mechanisms that you would like to have explored as part of the budget process?
4. Are there general changes in the kind of measurement or structure of the narratives that you would recommend for the budget document you receive in April?

Please feel free to give me, Meganne Steele, or Gary Blackmer a call if you have any questions that you think we can help you with. If you would like departments to be prepared to answer specific questions at the work session, let me know, or the department managers know, what they are. We will try to be ready to address your concerns.

- c. Chair Beverly Stein
Gary Blackmer
Bill Farver
Meganne Steele



AGENDA

BCC and Library
FY93-94 Budget Narratives/Performance Measurements
Tuesday, December 14, 2:45 p.m.

1. INTRODUCTIONS/OPENING REMARKS Chair Stein
2. "New" Library Budget Organization Ginnie Cooper
3. Library's Process for Determining
What to Highlight in All
Performance Measurements Ginnie Cooper
4. Library Board CBAC Process Paul Millius
5. Library Department Performance Trends Ginnie Cooper
6. Central Division Activities/Services
and Key Results Jeanne Goodrich
7. Community Services Division (Branch)
Activities/Services and Key Results Jeanne Goodrich
8. Support Services Division
Activities/Services and Key Results Margaret Epting
9. Systemwide Public Services
Division Activities/Services and
Key Results Jeanne Goodrich/
Margaret Epting
10. CONCLUSION

WORK SESSIONS ON BUDGET

These work sessions have at least three objectives:

1. provide time for the Board to discuss the program narratives and identify ways you think they can be improved before the 1994-95 Budget comes to you,
2. understand the information being conveyed by the Key Results in each of the programs, and identify changes you would like to see in those measurements,
3. and to begin to identify program or policy issues you would like to see thoroughly explored and discussed as part of the budget process.

CBAC's have already spent time reviewing the narrative and the key results. Their reports have been distributed to you. They will be useful in thinking about how the budget information will "play" with informed citizens.

As Commissioners identify parts of the program narrative or the proposed measures that need further attention, Meganne or Dave will note the required revision on a flip chart. We will make sure that the revision is produced during the budget request process.

As Commissioners identify issues that should be elaborated on and explored in the budget process, Meganne or Dave will note the issue on a second flip chart, so that we can make sure the issue is addressed during the budget request process.

BUD J KEY RESULTS WORKSHEET

[Please use no more than a single page for each Key Result.]

Department:

Division:

Service / Activity Name

Date:

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				

3. Definition:

4. Source:

5. Demonstrates:

6. Baseline:

7. Potential:

Necessary Division

Important Dept

Description

Due 9/30
By Div.
Use Bud G

Action Plan

Due 2/94
By Div.

Significant Changes

FTEs Dollars

Activity/Service Name

**Necessary Div
Important Dept**

Description

Due 9/30
By Act. Service
Use Bud I & J

Key Results

1992-93
Actual

1993-94
Adopted

1993-94
Estimated

1994-95
Projected

Significant Changes

FTEs Dollars

Due 2/94
By Act. Service

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

FY94-95 LIBRARY BUDGET ORGANIZATION

DIRECTOR'S OFFICE

8100 Administration

CENTRAL LIBRARY

Division Management

8201 Central Library Administration
 8120 Mailroom
 8202 Central Library Security
 8206 Central Library Exhibits Gallery
 8216 Central Library Meeting Rooms

Central Borrower's Services

8205 Central Library Circulation Services
 8212 Central Library Stack Call Desk

Central Reference Services

8203 Library Art and Music
 8207 Central Library Literature and History
 8208 Central Library Information Desk
 8209 Central Library Catalog Information
 8211 Central Library Science & Business
 8213 Central Library Periodicals
 8214 Central Library John Wilson Room
 8217 Central Library Government Documents
 8218 Central Library Online Search

Children's and Popular Library

8204 Central Library Children's Library
 8210 Central Popular Library

COMMUNITY SERVICES DIVISION

Division Management

8501 Branch Administration

Large Branch Libraries

8540 Gresham Regional Library
 8555 Hollywood Branch
 8560 Midland Branch

Medium Branch Libraries

8525 Belmont Branch
 8530 Capitol Hill Branch
 8535 Gregory Heights Branch
 8545 Hillsdale Branch
 8550 Holgate Branch
 8565 North Portland Branch
 8570 Rockwood Branch
 8575 St. Johns Branch
 8585 Woodstock Branch

Small Branch Libraries

8520 Albina Branch
8580 Sellwood Branch

SUPPORT SERVICES DIVISION

Division Management

8310 Technical Services Administration

The Library Collection

8360 Library Book Budget

Technical Services

8330 Selection and Acquisition

8340 Cataloging

8350 Processing

Administrative Svcs & Distribution

8130 Support Services

8140 Interlibrary Delivery

SYSTEMWIDE PUBLIC SERVICES DIVISION

Entrepreneurial Activities & Volunteer Services

8410 Volunteer Services

8415 Title Wave Book Store

Systemwide Borrower's Services

8440 Reserving Books

8445 Renewal telephone line

8470 Overdue/Billings by mail

Systemwide Reference Services

8450 Interlibrary loan

8515 Branch Reference Svcs

8455 Telephone reference

DYNA – Computerized book location system

8460 Computerized Book Location System

Communication with the public

8170 Library Publicity, Public Relations, Printing

8425 Special Publicity Opportunities

8420 Public Communications

Services for Target Populations

8430 Children & Teen Svcs Coordination

8610 Grant Programs

8620 Day Care Services Program

8630 Foreign Language Translation

8640 Bookmobile

8650 Nursing Home & Homebound Services

8660 Jail Services

8670 Books By Mail

8680 Lobby Books

8690 Old Town Reading Room

MEMORANDUM

TO: Multnomah County Commission Chair Beverly Stein

FROM: Library Board Budget Advisory Committee

Paul Millius, Chair

DATE: November 16, 1993

SUBJECT: Library Budget Narratives

The Library Board is charged to be the Library Department's Citizen Budget Advisory Committee. A committee of the Board* reviewed in detail the Library Department's budget narratives, including statements of the department's mission, goals, objectives and performance trends, and the service and activity descriptions and key result of the department's four divisions. We welcome the opportunity to make comments on this first phase of the FY 94-95 budget process.

*Committee members: Paul Millius, chair; Evelyn Crowell, Chris Landon, Angel Lopez and Terry McCall.

I. Overview

We applaud Chair Stein's intent to make the FY 94-95 budget into a tool that can enable the public to better understand what services the county provides and what those services cost. By establishing quantifiable measures of performance outcomes, this first phase of the Library's budget process will better enable library managers to monitor their own performance.

The Library sees relationships between a number of its services and the Oregon Benchmarks: Access to Cultural Enrichment; Early Childhood Development; Success in School; Access to Child Care, Health Care, Education, Arts and Information; and Sense of Community.

Each year for the last four years, the Library has been required by the County to prepare its budget in a different format. Each year the number of budget divisions

has changed. This inconsistency has been noted by the Library Board Budget Advisory Committee in each of the past two budget cycles as a major impediment to effective citizen review of the department's performance.

We urge the Chair and the Board of County Commissioners to adopt and maintain a consistent budget development and reporting approach from year to year to facilitate projection and comparison of library budget information. Alternately, the Library should develop a method for recasting budgets from one year to the next that maintains consistent budget data for purposes of comparison and progress measurement. This is especially valuable as activities are moved from one program or category to another as the budget process is further refined.

We recognize that this is the first phase of a new annual budget process, and that departments were given very specific instructions on how to describe the various division, services and activities. We think that more discretion should be granted to the Library Department in the preparation and presentation of the budget narratives.

The need for this is demonstrated by the fact that there was no way to reflect in the mandated format of the narratives the possible impacts of a potential move of the Central Library to another location. We believe that this issue is an important one for the Library, since such a major relocation could impact virtually every aspect of program performance for both the Central Library and the overall Library system. We would urge the Library Director to prepare such data, perhaps as an addendum to the FY94-95 budget, but as part of the FY95-96 document for certain.

II. PERFORMANCE TRENDS/KEY RESULTS HIGHLIGHTS

The Library's performance trends/key results budget narratives highlight three areas: quantitative outcomes measures, qualitative outcomes measures, and measures of internal efficiencies. A detailed summary of the Library Budget Committee's comments and questions is attached as Exhibit I. We discussed these items with Library staff, and they have agreed to respond in writing to our concerns before the next budget phase in February.

A. Quantitative Outcomes Measures

Most of the Library's Key Results focus on measures that indicate the extent of the public's use of the Library's collection and service resources, which are, of course, the Library's most important performance outcomes. For example, the Library has compared the circulation of library books and materials to the size of the

population served, costs of circulation, hours open, and the intensity of use of the collection (turnover rate). These measures reflect the tremendous growth in circulation of the collection, anticipated to be well over 7 million items circulated in 1994.

Several quantitative measures compare reference-related transactions against population figures, the percent of transactions satisfactorily completed, and the amount of branch reference support.

Reference is an integral part of the Library's mission, providing Multnomah County residents with access to the information they need. The Library collection is useful only to the extent that the information it contains is made available to those who need it. The reference Key Results measure library user's success in getting access to the information they need with the assistance of library staff.

The Library has highlighted its major focus on services to children through a number of quantitative measures: children's program attendance at all locations; children's library contacts related to readiness to learn; contacts with children and youth at locations outside the Library; and support to daycare centers. These measures are consistent with the Library's goal to support development of reading and cognitive skills for the County's children.

Analysis of the performance trend of the department's entrepreneurial activities (at this time, revenues from the Title Wave Bookstore and the sale of library related items, less the costs of earning these revenues) shows that the costs associated with these revenues are presently higher than the revenues themselves. (However, the Title Wave revenues do recover a substantial portion of the costs that would be associated with otherwise disposing of discarded materials from the collection.) As a result, we question whether the Library Entrepreneurial Initiatives Team's estimate of \$600,000 is realistic as the amount of potential new revenue from entrepreneurial activities, at least in the short term. (One board member involved in the LEIT has pointed out that the \$600,000 figure was a total of "all possible revenues" to be realized from the list of activities in their report. It was not intended to be a firm prediction of the revenues to be raised.) Further, we believe that the narrative should include an explanation of why it makes sense to continue to run an activity which presently operates at a deficit.

The Library narrative should highlight one of the most important benefits to the department from the Title Wave bookstore program: it is operated by volunteers, who also remove the records of all discarded materials for the Library's computerized card catalog system. This is another way in which this program

reduces costs that would otherwise be borne by the department's budget. ^{where} ~~While~~ volunteer time is an important part of the success of an activity, some measure for the value of their contribution should be developed.

We are especially concerned about one department performance trend, that which shows the department's materials expenditure per capita as a percent of the average materials expenditure per capita of 10 comparable library systems. The Library projects a disturbing downward trend in this measure for FY 94-95, which indicates to us that our Library cannot continue to keep the materials collection fresh and current without additional funding for this purpose. This downward trend in per capita funding for materials acquisition is not in keeping with the commitment made to the citizens when the County took over the operation of the Library system several years ago.

We note that the Library has identified its "Potential" in many of the performance measures in terms of the "average" of other libraries serving comparable populations. We urge the Library to continue to strive for excellence, not merely average performance, recognizing that to achieve this goal may also require additional funding. Where Multnomah County Library performance is significantly below national averages, the reason for and the significance of the variance should be explained.

In comparing the measure for costs per circulation among the three size categories of the branch libraries in the system, we note that there appears to be an efficiency associated with size favoring the large branches over the medium and the medium over the small branches. In the future, we urge the department and the County to track this measure as it relates to efficiencies of scale and to utilize the findings in conducting planning on the prospective branch structure of the Library system.

B. Qualitative Outcomes

One of the Library's objectives is to "strive for accuracy and quality in the services we provide." Accordingly, the Library Department has included a number of measures which show the extent of patron satisfaction: library users who find exactly what they are looking for; browsers who find something interesting to check out; satisfaction surveys of both Title Wave Bookstore customers and readers of library publications; performance of the computerized card catalog in terms of time on-line.

We recommend adding an item to the Title Wave customer satisfaction survey which will measure the perceived value of the materials made available for sale through the Bookstore. The department-wide performance measure using election

and polling results to show the percent of citizens satisfied with library services is an excellent indicator of the overall quality of library service.

To the quantitative measures of service delivery to Target Populations proposed by the department, we urge the addition of a survey of Target Population clients to measure their satisfaction with the quality of services the Library provides to them.

C. Internal Efficiencies

Several Key Results measure "behind the scenes" functions such as the time it takes to process high demand materials, staff satisfaction with internal support services, adherence to delivery schedules, and printshop turnaround time. We regard these as good measures of how efficiently and effectively administrative and support tasks are completed.

We note that the proposed narrative only mentions explicitly a survey measure of staff satisfaction with their training in computer skills; no other staff training is measured in any respect. We urge the department to add substantially to its measures on the amount of staff training provided; the impact of such training on staff skills and efficiency; and staff satisfaction with all types of staff training.

III. CONCLUSION

We, the members of the Library Board Budget Advisory Committee, thank you for the opportunity to contribute to your efforts to keep the Board of County Commissioners aware of citizen concerns. We support your efforts and look forward to participating in the next phase of the FY94-95 budget process.

cc: Multnomah County Citizen Involvement Committee
Ginnie Cooper, Director of Libraries

NOTES ON THE 1994-95 LIBRARY DEPARTMENT BUDGET MISSION, GOALS AND OBJECTIVES SECTIONS

Chris Landon and Paul Millius

November 1993

GENERAL COMMENTS

Data for the Actual 1992-93 column are missing on the majority of BUD J worksheets. If the county's new Program Performance budgeting process is to receive proper CBAC review, significant improvements in the timely processing of budget-related data will need to be made in coming years.

On some of the worksheets, the baseline period identified for Item 6 is not based on current year or most recent available data. This is a non-standard practice which should be avoided. We understand that as the budget process for the county evolves, some measures or other data requested will not have been kept. However, as noted below, some data which would seem to be useful as ongoing measures of performance, have not been tabulated for several years. Ordinarily, a standard baseline period should be employed in preparing baseline measures.

Item 7 ("Potential") on the BUD D and BUD J worksheets would be better defined by specifying a common time frame for the achievement of the identified potential.

Where changes are being projected over time, the percentage of change should be calculated and shown.

As the Library faces the challenges of limited funding and increasing demand, the budget must be more than an accounting exercise. It must be part of a plan of action for the year. Some recasting of the measures and rewriting of the definitions might make this document more valuable as a tool against which to measure performance. Especially as we are faced with questions of which services are "basic" and which "enhanced", and other examinations of what should be funded and how.

SPECIFIC QUESTIONS AND SUGGESTIONS

Dept-2: Third bulleted item - Suggest the following change - "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."

Dept-3: Item 1 - What is the Projected 1994-95 percent of citizens satisfied with library services?

Dept-5: Item 1 - The downward trend in projected per capita expenditures as compared to libraries of comparable size is disturbing and not in keeping with commitments made by the Library and the County to the citizens when the County absorbed the Library several years ago.

The FY 91-92 figure should be shown in the table to demonstrate the trend. The range of expenditures of the comparable libraries would also be helpful to show where we stood. How do you go to 110% (is that a meaningful number ?) and when?.

Item 6 - Why is the baseline 75% instead of the 76% figure given in Item 1 for Actual 1992-93? Item 7 - The Potential of 110% should explicitly refer to the Measure Name for the sake of clarity.

Dept-6: Item 1 - The format of the data presentation is confusing. It would be clearer if the top row figure in each column were the Direct Costs, the second row figure were the actual or projected revenues, and the third row figure were the difference between the first two figures. Each row of figures should be appropriately labeled, of course.

If the success and cost effectiveness of this program depends on the use of volunteers, then the value of their contribution must be shown. Certainly why it makes sense to run negative cash flow should be explained.

Item 6 - Why is the Baseline not the Actual 1992-93 figure, as on Dept-3 and Dept-7?

CL-4: Item 1 - Comparing the cost per circulation figures given here with those for large branch libraries (CS-7), a question arises as to why the cost at Central is over twice as high as at the large branches. A sentence or two should be added to the Definition or Source statements (Items 3 or 4) to explain the difference to the public. Does the Stack Call program at Central account for the entire difference or are there other included costs for Central services and programs not available at the large branches that are responsible for the large difference?

In general the various measures for branches should be shown in tables which enable comparison of the costs for the different branch groupings. If rates of renewal are calculated as part of circulation, then telephone renewals should be counted as well. Not clear here if they are.

CL-5: Item 1 - The Estimated 1993-94 circulation per capita represents a 7.8% increase over Actual 1992-93; the Projected 1994-95 circulation per capita shows a 9.1% increase over Estimated 1993-94. This rate of projected growth seems a little

high, especially in light of the probable impact during these years of a Central Library relocation for reconstruction. How does the Projected 1994-95 figure (which corresponds to a 9.1% increase in circulation per capita) relate to the Projected 1994-95 circulation per hour open figure from CL-6, which is an increase of only 4.9%? The apparent difference in these two measures seems counterintuitive.

CL-6: Item 1 - The Estimated 1993-94 circulation per hour open represents a 4.9% increase over Actual 1992-93; the Projected 1994-95 circulation per hour open shows a 4.9% increase over Estimated 1993-94. What is the probable impact during these years of a Central Library relocation for reconstruction? It seems that there should be a difference, with growth in the latter period being less due to relocation. How does the Projected 1994-95 figure (which corresponds to a 4.9% increase in circulation per hour open) relate to the Projected 1994-95 circulation per capita figure from CL-5, which is an increase of 9.1%?

CL-7: Item 1 - Is it reasonable to expect an increase in the intensity of use of the Central Library collection between 1993-94 and 1994-95 if a relocation for reconstruction is likely?

CL-10: Item 3 - Include a statement in the definition which differentiates Central Library Reference services from the systemwide telephone reference services in SP-13.

CL-11: Item 4 - Is a single annual count adequate for measuring this Key Result? Have the standardized ALA procedures been checked for statistical reliability and validity to assure that the designated measurement period is representative of year-round average materials use per capita?

CL-12: In the second paragraph, it is asserted that 50% of the Portland Public Schools' library book budget was eliminated (from the 1993-94 PPSD budget). This figure differs from the figure cited on CS-1 in a related statement. The statement would be stronger if it also included data on impacts of Measure 5 on other school districts in the county. (The actual 1993-94 PPSD library book budget may be reduced once again as a consequence of the defeat of Measure 1 once the district decides how to prepare for anticipated budget reductions next year. The statement on CS-1 may prove to be closer to the final impact on district library book purchases.)

The whole question of the impact of greatly reduced purchasing by PPSD, especially if it is to continue over the next several years, should be examined, perhaps separately from this document. If that reduction is coupled by further constraints on MCL's ability to purchase new materials, further reduction of hours, or branch closings, the compounded effect would be worse. Some

discussion by MCL, BCC, and PPS would seem to be in order. Perhaps this is potential material for a PSU School of Education research study.

Study should be done to track performance of children who made regular use of the library as pre-schoolers and their performance in the primary grades. PSU Sch. of Ed. research again?

CL-14: A comparison of Items 6 and 7 raises the question of why our baseline completion rate for this Key Result is 12% lower than the average for libraries serving comparably sized communities.

Where our measure is significantly below average, the variance should be explained; the ranges for MCL and the comparable libraries might help. Without additional data, we cannot tell if there is some real need for improvement or these are acceptable statistical variations.

CS-1: In the second paragraph, it is asserted that 100% of the Portland Public Schools' library book budget was eliminated (from the 1993-94 PPSD budget). This figure differs from the figure cited on CL-12 in a related statement. The 50 % figure on CL-12 better reflects the current status of library book funding in the Portland district. The statement would be stronger if it also included data on impacts of Measure 5 on other school districts in the county.

There is nothing in the data in this section which indicates that the County is making efforts to restore some or all of the reductions in branch hours open which were lost in FY 91-92; this is a failure to deliver on a commitment made to the citizens when the County absorbed the Library system several years ago.

Finally, the CBAC would like to see data included in this section on circulation per hour open and turnover rates for the branches so that all measures are consistent and comparable with those reported in the section for Central Library performance measures.

CS-6: Item 1 - What is the projected start date for construction on a new Midlands branch? Is there likely to be any impact on large branch circulation per capita at Midlands in 1994-95?

Further, compare the decreasing rate of increase in large branch per capita circulation (5.0% between Actual 1992-93 and Estimated 1993-94; 4.8% between Estimated 1993-94 and Projected 1994-95) with the increasing rate of increase in the same measure for the Central Library (CL-5) and in the medium-sized branches (CS-11). Why are we anticipating that the large branches will slow their rate of increase while the Central Library and the medium-sized branches will see faster rates of increase in circulation per capita?

How is the "service population" figured? Cardholders? General population? What impact of figuring the other way? This same question applies in several places where this term is used.

CS-7: Item 1 - Refer back to the comment made in CL-4 above on comparison of cost per circulation between the Central Library and the large branches. Does the comparison suggest there is an optimal size for a library in our community? Or, is there a difference in the way the costs per circulation are calculated that reflects differences in service types or levels? If the latter is the case, the measures should be made on the basis of the same cost inputs for comparative purposes; any non-comparable costs per circulation at Central should be expressed in a separate measure so that this Key Result can be used by the CBAC to gauge size efficiencies on cost per circulation.

How are the large, medium, small branches defined?

CS-11: Item 1 - The circulation per capita at the medium branches is expected to increase 5.9% between Actual 1992-93 and Estimated 1993-94; a 6.0% increase is expected between Estimated 1993-94 and Projected 1994-95.

CS-12: Item 1 - Cost per circulation at the middle-sized branches is slightly higher than at the large branches (CS-7). Does the comparison suggest there is an optimal size for a library in our community?

CS-15: Item 7 - Statements on potential for browser fill rate for the large (CS-5) and medium (CS-10) branches anticipate increases in the rate at those branches due to expansions in CD and video collections. No similar statement appears here; are there no possibilities for expanding CD and video collections at the two small branches?

CS-17: Item 1 - Cost per circulation at the small-sized branches is 20% higher than at the medium-sized branches (CS-12). Does this comparison and that noted in CS-12 suggest there is an optimal size for a library in our community?

SS-1: There is no explicit statement here about responsibility for staff training and professional development. A statement appears on SS-10 about staff computer training; this is the only explicit reference to training in the section. Which unit of Support Services has responsibility for staff training in other aspects of library procedures and professional skills?

SS-4: Items 1 and 7 - Why are we below average in Subject and Author Fill Rate in comparison to libraries serving communities of similar size?

SS-5: Items 1 and 7 - Why are we below average in Title Fill Rate in comparison to libraries serving communities of similar size?

SS-6: Item 1 - The collection turnover rate is expected to increase 15.7% between Actual 1992-93 and Estimated 1993-94; a 5.8% increase is expected between Estimated 1993-94 and Projected 1994-95. Why are we expecting a nearly 10% greater turnover rate in the earlier period?

How does the data on turnover vary by department or type of material?

SS 8-9 It would seem that ability to process incoming materials is a basic measure of the performance of this department. Why was it not measured in earlier years? This same question is raised in several areas where most recent data is 3 or 4 years old.

Why is there no measurement of the cost of processing incoming materials? In planning this activity and staffing this department, does the Library take advantage of the cataloging and processing services available from the vendors through whom the books are purchased? What percentage of the materials purchased would not have such pre-cataloging services available?

SS-11: Item 1 - All four annual period columns should show "n/a" as the reported value for the sake of consistency (never mind "the hobgoblin of small minds").

More description of the delivery service would be helpful. Does this duplicate other county run delivery or mail services? Is there potential for merging such services?

SS-12: Item 3 - The definition of this measure should include staff satisfaction with staff training. Are there other aspects of staff support services which staff should be rating? How are the annual surveys structured; are responses weighted? The Library Board of Directors should receive detailed reports on the results of such surveys.

SP-1: The description of the service is hard to read. Perhaps it can be edited into shorter paragraphs and like or related activities grouped together, e.g., Circulation Management, Institutional Services, Volunteer Services, Public Relations.

SP-3: Item 5 - In addition to the five service characteristics listed, a sixth should survey Title Wave customers perceptions of the value of the selection of merchandise. A 5-point Likert scale, low to high, should suffice. Is an annual survey frequent enough for this measure? How will staff ensure that the survey period chosen is representative of customer purchasing patterns during the rest of the year?

SP-4: Item 6 and Note - Is it appropriate to identify as a baseline the annual change in revenue between 1991-92 and Actual 1992-93, considering that there was a one-time sell-off of the Library's 16mm film collection which resulted in dramatic increases in revenue from the Title Wave Bookstore? Setting the baseline during an exceptional period seems to ignore the purpose of measuring subsequent performance against a baseline figure.

SP-8: Item 1 - The telephone renewal circulation per capita is expected to increase 10.1% between Actual 1992-93 and Estimated 1993-94; a 4.9% increase is expected between Estimated 1993-94 and Projected 1994-95. Why are we expecting an increase in the telephone renewal circulation rate which is more than twice as large in the earlier period than it is in the subsequent year?

SP-13: Compare telephone reference to in-person questions. Is there a trend in numbers or percentages? Again, why no data since 1989?

SP-14: Item 7 - Why are we 5% below the average for similarly sized library systems in our percentage of ILL documents delivered to patrons within 30 days?

SP-16: Is it possible to add a Dynix module offering users an opportunity to respond to one or two survey questions on their satisfaction with their access to information and the quality of the information they found through the Library's computerized search facilities?

Again, suggest rewriting the description to group the services, e.g., internal management, public services support.

SP-21: Has any attempt been made to price doing MCL printing at County or City of Portland print operations? Do we need a separate shop?

SP-22: Item 4: Is an annual survey frequent enough for this measure? How will staff ensure that the survey period chosen is representative of customer satisfaction with library publications during the rest of the year?

SP-23: Items 3, 4 and 6 - Does the existing clippings file have enough material and time depth to allow for the calculation of a realistic baseline figure for this Key Result?

The measure is stated as efficiency of the operation. Efficiency and effectiveness are different concepts. How many of the mentions in the press are favorable? What other indicators of program success can be given?

SP-24: The measures of Services for Target Populations on SP-25 through SP-28 are all quantitative. We should attempt a periodic

survey or other measure to assess customer/client satisfaction with the Services for Target Populations provided by the Library on their behalf.

BUD D - PERFORMANCE TREND WORKSHEET*[Please use no more than a single page for each measure.]***Department:** Library**Division:** Director's Office**Date:** September 27, 1993

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Measure name:				
Percent of Citizens Satisfied with Library Services	80%	n/a	n/a	

3. Definition:

Election results and polling results measure overall approval of Library. The question on the March 27, 1993 ballot was: "Shall Multnomah County operate libraries with three-year levy of \$0.4034 per \$1,000 assessed valuation, outside tax base, beginning 1993-94?"

4. Source:

Polls conducted by Julie Williamson and Conklin, Fiskum and McCormick as well as results of levy and General Obligation Bond elections in May of 1993.

5. Demonstrates:

Polls in July of 1992 and early in 1993 showed 8 of 10 registered voters rating the library as a "very important community institution." This, in addition to wins on both library measures in May of 1993, shows that the Library is seen by Multnomah County residents as being very valuable to our community.

6. Baseline:

An amazing 80%.

7. Potential:

To continue this high approval rating.

NOTE: Further polling is anticipated as part of the Library's planning process.

BUD D - PERFORMANCE TREND WORKSHEET

[Please use no more than a single page for each measure.]

Department: Library

Division: Director's Office

Date: September 27, 1993

1. Measure name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Library Circulation per Capita	11.42	n/a	11.97	12.59

3. Definition:

The Library Circulation per Capita is the Library's average annual circulation divided by number of residents in Multnomah County.

FY92-93: <u>6,911,852</u> 605,000	FY93-94: <u>7,364,180</u> 615,000	FY94-95: <u>7,806,030</u> 619,535
--------------------------------------	--------------------------------------	--------------------------------------

4. Source:

Circulation data is from the circulation module of the Library's Dynix computer system; population information is from the Population Research and Census Department at Portland State University.

5. Demonstrates:

This measures the average per capita annual circulation of materials from the Library by Multnomah County residents. (Link to Oregon Benchmarks: **Access to Cultural Enrichment**—"Percentage of Oregonians served by a public library which meets minimum service criteria").

6. Baseline:

11.83 (Baseline is the actual 1992-93 Library Circulation per Capita.)

7. Potential:

14.0

BUD D - PERFORMANCE TREND WORKSHEET

[Please use no more than a single page for each measure.]

Department: Library

Division: Director's Office

Date: September 27, 1993

1. Measure name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Materials Expenditure Per Capita as Percent of Average Materials Expenditure Per Capita of 10 Comparable Libraries	\$4.35/ 76%	n/a	\$4.28/ 71%	\$4.28/ 68%

3. Definition:

Multnomah County Library's budgeted expenditures for books and other library materials (\$2,501,531 in FY92-93) per capita (county population is 583,887), divided by costs per capita of ten comparable libraries.

4. Source:

Multnomah County LGFS reports and Public Library Data Service Statistical Reports for 1991 through 1993.

5. Demonstrates:

This measure demonstrates Multnomah County Library's efforts to increase expenditures on books and other materials. This measure can be compared with libraries of comparable size in their level of spending for books/materials (e.g., ten libraries serving comparable populations averaged \$5.70 in FY92-93, according to the Public Library Data Service, Statistical Report 1993.) The Multnomah County Library figure for FY92-93, in conjunction with the figure for FY91-92 (\$3.85), establishes a trend (Oregon Benchmark: Access to Cultural Enrichment).

6. Baseline:

75%

7. Potential:

110%

BUD D - PERFORMANCE TREND WORKSHEET

[Please use no more than a single page for each measure.]

Department: Library

Division: Director's Office

Date: September 27, 1993

1. Measure name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Correlation between readiness to learn and library contact for Multnomah County kindergarten students	n/a	n/a	avail 11/93	?

3. Definition:

The Oregon Progress Board will test entering kindergarten students for their readiness to learn. Their parents will be asked a series of questions, including whether there has been contact with the public library. This data will be available for Multnomah County and should determine if there is a correlation between pre-schoolers' library contact and their readiness-to-learn upon entering kindergarten.

4. Source:

Oregon Progress Board study.

5. Demonstrates:

This measure demonstrates library effectiveness in helping pre-schoolers enter kindergarten ready to learn (Oregon Benchmark, Early Childhood Development).

6. Baseline:

This information will be available from the survey to be conducted in the fall of 1993.

7. Potential:

Should be determined after result of original survey.

BUD D - PERFORMANCE TREND WORKSHEET

[Please use no more than a single page for each measure.]

Department: Library

Division: Director's Office

Date: September 27, 1993

1. Measure name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Entrepreneurial Revenues	\$108,793	\$ 97,200	\$105,000	\$125,000
Net of Direct Costs	- <u>\$128,995</u>	- <u>\$130,934</u>	- <u>\$140,091</u>	- <u>\$142,091</u>
	- \$ 20,202	- \$ 33,734	- \$ 35,091	- \$ 17,091

3. Definition:

Gross revenues from entrepreneurial activities (Title Wave Used Bookstore and sale of library related items including t-shirts, mugs, etc., plus other entrepreneurial activities to be begun this fiscal year), minus the costs of providing these services.

4. Source:

Multnomah County LGFS revenue and expenditure reports.

5. Demonstrates:

Demonstrates success of library effort to raise additional revenue by continuing present entrepreneurial activities and inaugurating new entrepreneurial efforts. Does not demonstrate the "hidden" benefits such as the removal by volunteers of the library materials from the automated card catalog.

6. Baseline:

-\$35,091 (Estimated FY93-94)

7. Potential:

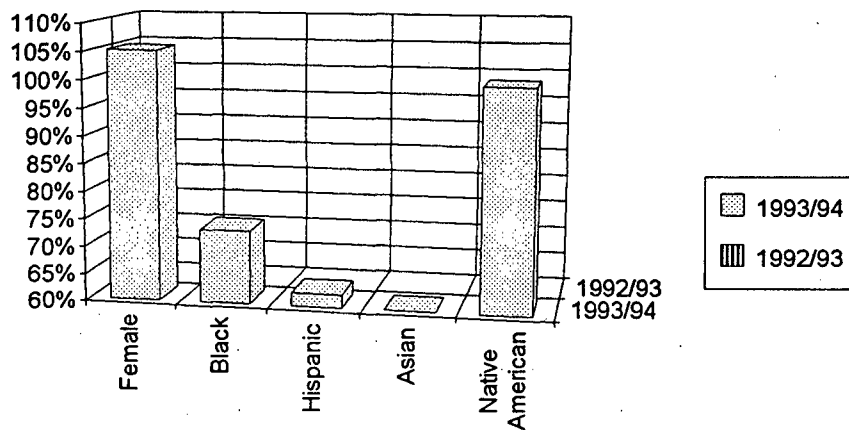
Estimated: Unknown. The Library Entrepreneurial Initiatives Team (LEIT) report estimated a total of \$600,000 to be raised from entrepreneurial activities. This estimate was made without in-depth study or research, and include fees which are not entrepreneurial in nature (e.g., copy machine fees). Experience should allow a more reliable potential figure to be developed next year.

Library

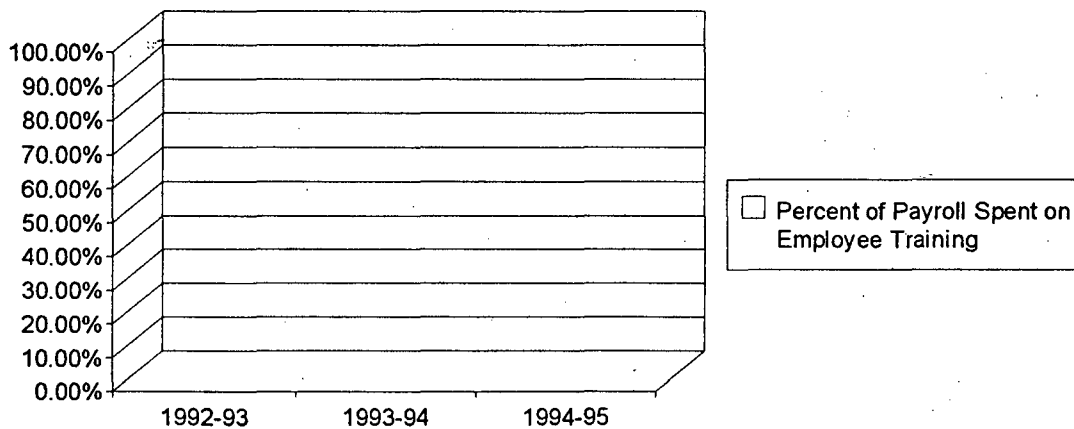
Performance Trends

#6
BOARD OF
COUNTY COMMISSIONERS
1993 DEC 14 AM 10:53
MULTIPLAHA COUNTY
OREGON

Employees as a percent of Market Availability

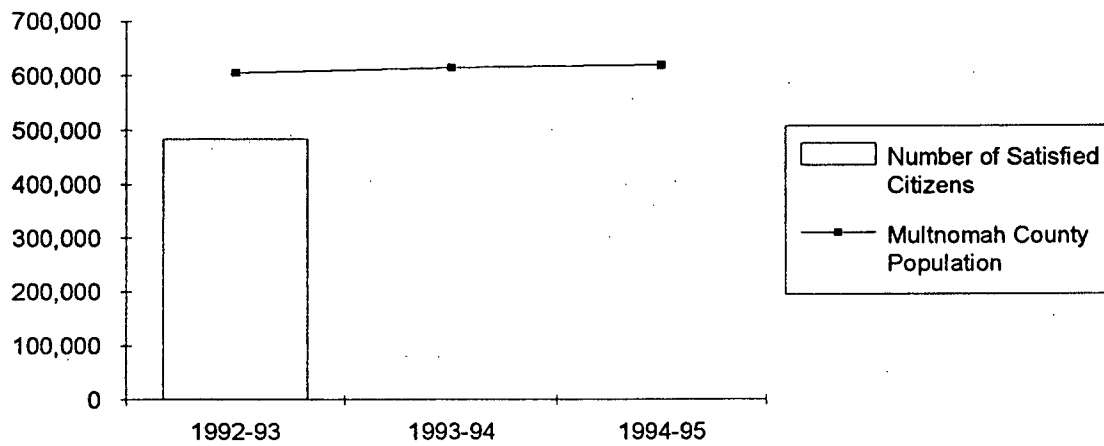


Employee Training

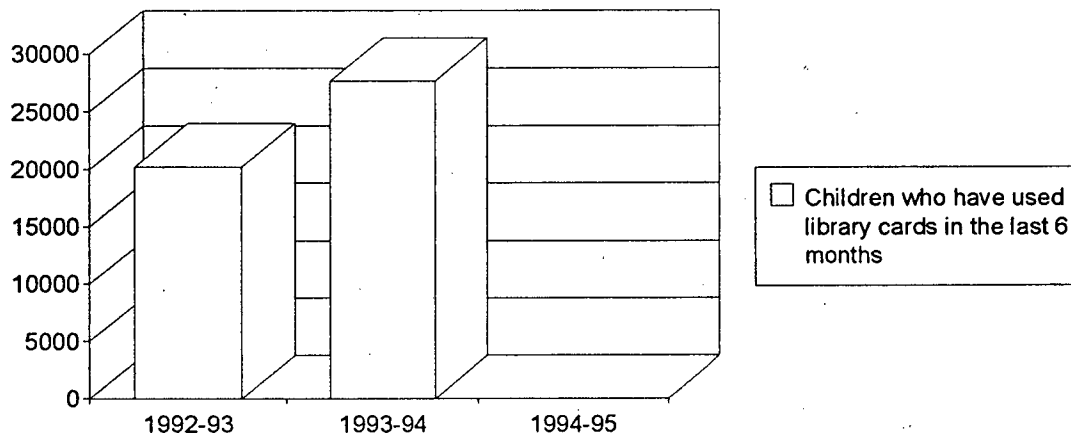


Library

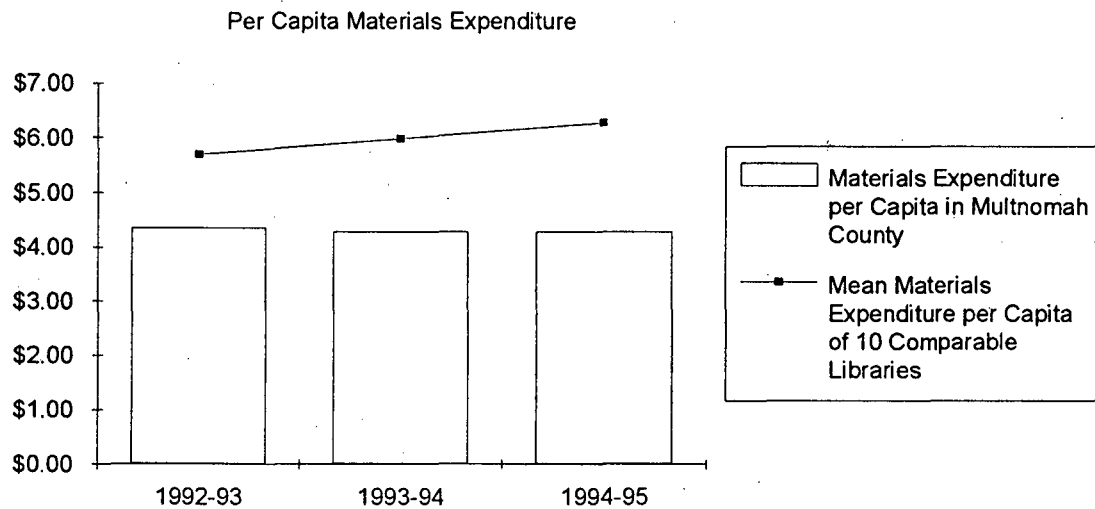
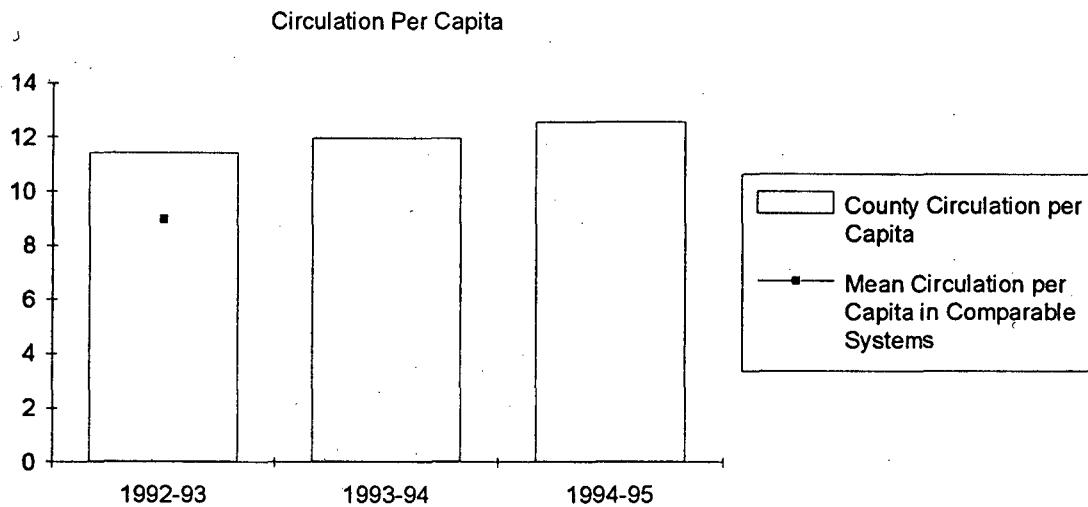
Satisfaction With Library Services



Services for Children



Library



Central Borrowers' Services

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Cost per Circulation	n/a	n/a	\$ 0.83	\$ 0.79

3. Definition:

The Central Library Cost per Circulation is the direct staff, materials & services cost of each Central Library circulation transaction (item checked out to library users). 1993-94 calculations are \$1,293,329 (adopted budgets for Central Library Circulation Services and Stack Call Desk programs); and 1,562,390 (estimated 1993-94 circulation).

4. Source:

The total of Central Library Circulation Services and Stack Call program budgets (from the adopted budget), divided by the total annual Central Library circulation, not including telephone renewals. Circulation information is from the library's Dynix computer circulation records.

5. Demonstrates:

This measures the efficiency of the service.

6. Baseline:

\$0.83 (Baseline is the 1993-94 estimated Central Library Cost per Circulation).

7. Potential:

\$0.79 (This assumes a 10% increase in circulation [based on past years' increases] and a 5% increase in staffing costs. The availability of circulating materials on open shelves during and after the renovation will impact circulation).

Central Borrowers' Services

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Circulation per Capita	2.55	n/a	2.75	3

3. Definition:

The Central Library Circulation per Capita is Central Library's average annual circulation (1,487,358 in 1992-93) per person in Multnomah County (583,887).

4. Source:

The annual Central Library circulation of materials (including in-person renewals) is divided by the number of Multnomah County residents. Circulation data is from the circulation module of the library's Dynix computer system; population information is from 1990 Census, U.S. Census Bureau.

5. Demonstrates:

This measures the average per capita annual circulation of materials from the Central Library by Multnomah County residents. Of total library system circulation per capita (11.84), Central Borrowers' Services accounts for 22% or 2.55 per capita. (Link to Oregon Benchmarks: **Access to Cultural Enrichment**--"Percentage of Oregonians served by a public library which meets minimum service criteria").

6. Baseline:

2.55 (Baseline is the actual 1992-93 Central Library Circulation per Capita.)

7. Potential:

3.5 (Based on current staffing levels and closed stacks. When the renovation of the building is completed and a greater percentage of the circulating collection is on open shelves, circulation per capita will increase significantly).

Central Borrowers' Services

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Circulation per Hour Open	485	n/a	509	534

3. Definition:

Central Library Circulation per Hour Open is the average number of books and other library materials checked out to library users each hour that the Central Library is open. Circulation in 1992-93 was 1,487,358; Central Library was open 3,068 hours.

4. Source:

The annual number of items loaned from Central (from the library's Dynix computer circulation system records) is divided by the number of hours that the library is open to the public during the year (59 hours/week x 52 weeks). The "number of items loaned" does not include telephone renewals.

5. Demonstrates:

This measures the efficiency of performance--the number of circulations per hour of operation. The average circulation per hour of Central Libraries serving populations of a similar size (500,000 to 999,999) is 262, according to the Public Library Data Service Statistical Report of 1993 and a September 1993 telephone survey regarding hours.

6. Baseline:

485 (Baseline is the 1992-93 Central Library Circulations per Hour).

7. Potential:

550 (Based on the current hours of operations and staffing levels).

Central Borrowers' Services

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Turnover Rate	n/a	n/a	1.59	1.75

3. Definition:

The Central Library Turnover Rate measures the intensity of use of the collection. It is the average annual circulation per physical item in the library's collection.

4. Source:

The annual Central Library circulation of materials (from the library's Dynix computer circulation system records) is divided by the number of items in Central Library's collection (cataloged and uncataloged physical items, excluding periodicals).

5. Demonstrates:

This measures the circulation of materials compared to the size of the collection.

6. Baseline:

1.59 (Baseline is the average 1986-1988 Central Library Turnover Rate, the latest data available).

7. Potential:

1.75 (Based on past years' increases, current staffing workload and closed shelves. This is low, in comparison with turnover rates of other central libraries. When the renovation is complete and the bulk of the collection is available on open shelves, the Turnover Rate should increase significantly).

Central Reference Services

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Reference Transactions per Capita	.59	n/a	.61	.63

3. Definition:

Central Library Reference Transactions per Capita measures the number of reference transactions (information contacts which involve the knowledge, use, recommendations, interpretation or instruction in the use of one or more information sources by a member of the library staff) per person in the service area (Multnomah County). 1992-93 data: 345,087 questions; 583,887 population of Multnomah County.

4. Source:

The annual number of reference transactions (actual count by reference library staff, following standardized procedures outlined in American Library Association's Output Measures for Public Libraries) is divided by the population of Multnomah County (from 1990 Census, U.S. Census Bureau).

5. Demonstrates:

This measures the number of patron requests per capita for answers to questions and/or for assistance in using the library's information resources to find the information they need. (Link to Oregon Benchmarks: Access to Cultural Enrichment—"Percentage of Oregonians served by a public library which meets minimum service criteria").

6. Baseline:

.59 (Baseline is actual 1992-93 Central Library Reference Transactions per Capita).

7. Potential:

.70 (This assumes increased reference usage based on past increases, the same open hours, the same services, and the same level of staffing).

Central Reference Services

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Reference Completion Rate	n/a	n/a	77%	79%

3. Definition:

The Central Library Reference Completion Rate measures the proportion of reference transactions successfully completed, in the judgment of the librarian. "Reference transactions" include questions that are answered and patrons who are assisted in using specific library resources that help them in their research. The number of reference transactions completed is divided by the total number of reference transactions.

4. Source:

To collect the data, reference staff tally a sample set of reference transactions (following standardized procedures outlined in American Library Association's Output Measures for Public Libraries).

5. Demonstrates:

This measures the library users' immediate success in getting their questions answered.

6. Baseline:

76% (Baseline is the average 1986-1988 Central Library Reference Completion Rate, the most recent data we have).

7. Potential:

83% (This is the average reference completion rate for libraries serving populations of 500,000 to 999,999, according to the Public Library Data Service Statistical Report of 1993).

Central Reference Services

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
In-Library Materials Use per Capita	n/a	n/a	1.9	1.9

3. Definition:

The Central Library In-Library Materials Use per Capita measures the number of materials used in the library (i.e., not checked out) per person in the community served.

4. Source:

Annual in-library materials use (one week count of all materials used in the library, following standardized procedures outlined in the American Library Association's Output Measures for Public Libraries), divided by Multnomah County population (1990 Census, U.S. Census Bureau).

5. Demonstrates:

Traditionally, libraries have used circulation data and number of reference transactions as indicators of activity levels. Adding In-Library Materials Use per Capita creates a more complete picture of service to the public, especially in a library such as Central Library. Much of Central Library's reference collection is used within the library by people working largely on their own to do research to meet their educational and informational needs. In-Library Materials Use per Capita reflects the use of Central's extensive reference collection.

6. Baseline:

1.9 (Baseline is average 1986-1989 Central Library In-Library Materials Use per Capita).

7. Potential:

3.9 (Average annual in-library materials use per capita of libraries serving populations of 500,000 to 999,999, according to the Public Library Data Service Statistical Report of 1993. Central Library will not reach this potential until the renovation is complete & most of the books currently housed in closed stacks are out in public areas, where library users have immediate and direct access to them).

Children's and Popular Library

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Program Attendance as Percent of Capacity	86%*	n/a	90%	90%**

3. Definition:

Children's & Popular Library Program Attendance is the annual number of people attending Central Library programs (8,609 in FY92-93), divided by capacity which is defined as the maximum number of people (10,000) who can be accommodated within staff, space and budget constraints. Libraries provide programs to inform, educate and entertain those they serve and to promote further library use. Book talks, educational lectures, library tours, story times, and talks by authors are all examples of library programs.

4. Source:

The annual program attendance is the actual count of people who attend library programs during the year.

5. Demonstrates:

This key result measures the attendance at Children's & Popular Library programs. (Link to Oregon Benchmark: **Early Childhood Development**—"Percentage of children entering kindergarten meeting specific development standards for their age" and "Percentage of children that kindergarten teachers feel are ready to succeed in school" are influenced by library reading readiness and other children's programs. **Access to Cultural Enrichment**—"Number of arts events attended per capita in Oregon per year" includes library programs such as author's lectures, "lunch and learn" workshops, scholars' talks held in conjunction with special exhibits and displays, etc.).

6. Baseline:

86% (Baseline is the 1992-1993 Central Library Program Attendance).

7. Potential:

100% (Based on capacity of 10,000)

* Does not include attendance at "Check It Out Celebration."

** If meeting room space is not available during Central Library construction, program attendance will be significantly lower.

Children's and Popular Library

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Reader's Advisory Completion Rate	n/a	n/a	71%	75%

3. Definition:

The Central Library Reader's Advisory Completion Rate is the proportion of library users who get their questions answered to help them locate the library materials they need in Children's and Popular Library.

4. Source:

Reader's advisory staff in Children's Library & Popular Library record the number of questions they answer and divide them by the total number of questions they are asked during a specific survey period (following standardized procedures outlined in the American Library Associations's Output Measures for Public Libraries).

5. Demonstrates:

This measure reflects Children's Library and Popular Library users' immediate success in getting the assistance they need in locating library materials.

6. Baseline:

71% (Baseline is the average 1986-1989 Children's Library and Popular Library Reader's Advisory Completion Rate, the most recent data available).

7. Potential:

83% (This is the average annual reader's advisory completion rate of libraries serving populations of 500,000 to 999,999, according to the Public Library Data Service Statistical Report of 1993).

Children's and Popular Library

Central Library
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of Library Browsers Who Find Something to Check Out (Browser Fill Rate)	n/a	n/a	85%	87%*

3. Definition:

The Central Library Browser Fill Rate measures the percentage of library users looking casually for something interesting (not for a specific title, subject or author) who found something.

4. Source:

The Materials Availability Survey is given to each person using Children's & Popular Library during a specified time period, asking him/her to list what he/she is looking for and whether or not he/she found it. The number of browsers who find something is divided by the number of browsers (people who are looking "for something good to read"). Standardized procedures for distributing and rating the Materials Availability Survey are outlined in the American Library Association's Output Measures for Public Libraries.

5. Demonstrates:

This measure reflects the degree to which casual library users are able to get the recreational materials they are looking for during their visits.

6. Baseline:

85% (Baseline is average 1986-1989 Central Library Browser's Fill Rate, the most recent data available).

7. Potential:

92% (This is the average annual browser's fill rate of libraries serving populations of 500,000 to 999,999, according to the Public Library Data Service Statistical Report of 1993).

* The location of Central Library public services and number of materials available on open stacks during the renovation project will have an impact on this projection.

Large Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Children's Program Attendance as a Percent of Capacity	85%	n/a	95%	100%

3. Definition:

Library contacts with children (pre-school through adolescence) in the Gresham, Hollywood and Midland service areas through programming at these branches (21,520 in FY92-93), divided by capacity which is defined as the maximum number of people (25,308) who can be accommodated within staff, space and budget constraints.

4. Source:

Actual count of children who attended and participated in library programming and activities.

5. Demonstrates:

The library's role in providing informational, educational and recreational programs to promote language and literacy development. (Link to Oregon Benchmark: **Early Childhood Development**—"Percentage of children entering kindergarten meeting specific development standards for their age" and "Percentage of children that kindergarten teachers feel are ready to succeed in school" are influenced by library reading readiness and other children's programs; **Success in School**—"Student Skills: Percentage of students who achieve established skill levels, 1. Reading, 3. Writing—Ideas", are influenced by programs such as Summer Reading and Young Adult Book Club. **Access to child care, health care, education, arts and information**—the library makes available to children, through programming, performing arts such as puppetry, music, and live theatre, as well as targeted information in theme oriented presentations on subjects such as ecology, wildlife, and peace).

6. Baseline:

85% (Based on FY92-93 attendance at library programs.)

7. Potential:

100% reached in FY94-95. (This is based, in part, on increased participation in the Summer Reading Program (FY93-94 over FY92-93); the inception of Books-2-U, a grant program to encourage library use; the reduction of programs in Portland Public Schools; increased publicity, and planned in-library family literacy events).

Large Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of Browsers Who Find Something To Check Out (Browser Fill Rate)	n/a	n/a	93%	94%

3. Definition:

The Large Branch Library Browser Fill Rate measures the percentage of library users not looking for a specific title, subject or author who found materials of interest.

4. Source:

A survey to update previous information will be conducted during FY93-94.

5. Demonstrates:

The level of patron satisfaction in finding materials that interest them.

6. Baseline:

93% (The Baseline is the average 1986-89 Large Branch Library Browser's Fill Rate.)

7. Potential:

95% (An increase in browser fill rate is anticipated due to adding a variety of new formats, i.e. videos, CD's, which attracts new borrowers into the library.)

Large Branch Libraries

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Circulation per Capita	2.78	n/a	2.92	3.06

3. Definition:

The Large Branch Library Circulation per Capita is Gresham, Hollywood and Midland Branches' annual circulation (1,622,957 per FY92-93) per person in Multnomah County (583,887).

4. Source:

Annual Large Branch circulation of materials (from Dynix computer circulation system records) divided by service population (from 1990 Census, U.S. Census Bureau).

5. Demonstrates:

This measures the average per capita annual circulation of materials from the Large Branch Libraries by Multnomah County residents. Of total library system circulation per capita (11.84), Large Branch Libraries account for 23% or 2.78 per capita. (Link to Oregon Benchmarks: Access to Cultural Enrichment -- "Percentage of Oregonians served by a public library which meets minimum service criteria.")

6. Baseline:

2.78 (Baseline is the actual FY92-93 Large Branch Library circulation per capita.)

7. Potential:

3.3 (Current staffing levels, limited hours of service and the size of Hollywood and Midland Branches limit significant increase in circulation per capita.)

Large Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Cost per Circulation	\$.32	n/a	\$.33	\$.34

3. Definition:

Large Branch Library Cost per Circulation is the cost of checking out each item to library users.

4. Source:

The cost of branch staff: clerical, page, 90% temporary, 60% supervisor, overtime; equipment and supplies, divided by annual circulation for three branches: Gresham, Hollywood and Midland. Circulation data is tabulated daily, compiled monthly and annually, by Dynix, the Library's automated circulation system.

5. Demonstrates:

This measures the efficiency of the Multnomah County Library Branch operation.

6. Baseline:

\$.32 (The actual result as measured by FY92-93 circulation statistics.)

7. Potential:

\$.32 (Cost of circulation has reached its maximum potential for efficiency within the constraints of physical size, hours open, staffing and size of collection except for Gresham. Large branches are using one (1) FTE of volunteer time per week per branch to accommodate the work load at these branches).

Medium Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Children's Programs Attendance as a Percent of Capacity	85%	n/a	89%	100%

3. Definition:

Library contacts with children (pre-school through adolescence) in the Belmont, Capitol Hill, Gregory Heights, Hillsdale, Holgate, North Portland, Rockwood, St. Johns and Woodstock service areas through programming at these branches (44,838 in FY92-93), divided by capacity which is defined as the maximum number of people (52,729) who can be accommodated within staff, space and budget constraints.

4. Source:

Actual count of children who attended and participated in library programming and activities.

5. Demonstrates:

The library's role in providing informational, educational and recreational programs to promote language and literacy development. (Link to Oregon Benchmark: **Early Childhood Development**- "Percentage of children entering kindergarten meeting specific development standards for their age" and "Percentage of children that kindergarten teachers feel are ready to succeed in school" are influenced by library reading readiness and other children's programs; **Success in School** - "Student Skills: Percentage of students who achieved established skill levels, 1. Reading, 3. Writing — Ideas", are influenced by programs such as Summer Reading and Young Adult Book Club. **Access to child care, health care, education, arts and information** - the library makes available to children, through programming, performing arts such as puppetry, music and live theatre, as well as targeted information in theme oriented presentations on subjects such as ecology, wildlife, and peace).

6. Baseline:

85% (Based on FY92-93 attendance at library programs.)

7. Potential:

100%, reached in FY94-95. (This is based, in part, on increased participation in the Summer Reading Program (FY93-94 over FY92-93); the inception of Books-2-U, a grant program to encourage library use; the reduction of programs in Portland Public Schools; increased publicity, and planned in-library family literacy events.

Medium Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of Browsers Who Find Something to Check Out (Browser Fill Rate)	n/a	n/a	93%	94%

3. Definition:

The Medium Branch Library Browser Fill Rate measures the percentage of library users (not looking for a specific title, subject or author) who found materials of interest.

4. Source:

A survey to update previous information will be conducted during FY93-94.

5. Demonstrates:

The level of patron satisfaction in finding materials that interest them.

6. Baseline:

93% (Baseline is average 1986-89 Medium Branch Library Browser's Fill Rate.)

7. Potential:

95% (An increase in browser fill rate is anticipated due to adding a variety of new formats, e.g. videos and CD's, which attract new borrowers into the library.)

Medium Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Circulation per Capita	4.06	n/a	4.30	4.56

3. Definition:

The Medium Branch Library Circulation per Capita is Belmont, Capitol Hill, Gregory Heights, Hillsdale, Holgate, North Portland, Rockwood, St. Johns and Woodstock Branches' annual circulation (2,371,455 per FY92-93) per person in Multnomah County (583,887).

4. Source:

Annual Medium Branch circulation of materials (from Dynix computer circulation system records) divided by service population (from 1990 Census, U.S. Census Bureau).

5. Demonstrates:

This measures the average per capita annual circulation of materials from the Medium Branch Libraries by Multnomah County residents. Of total library system circulation per capita (11.84), Medium Branch Libraries account for 34% or 4.06 per capita. (Link to Oregon Benchmarks: Access to Cultural Enrichment—"Percentage of Oregonians served by a public library which meets minimum service criteria.")

6. Baseline:

4.06 (Baseline is the actual FY92-93 Medium Branch Library circulation per capita.)

7. Potential:

5.0 (Current staffing levels, limited hours of service and size of medium branches limit significant increase in circulation per capita.)

Medium Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Cost Per Circulation	\$.38	n/a	\$.39	\$.40

3. Definition:

The cost of checking out each item to library users.

4. Source:

The cost of branch staff: clerical, page, 90% temporary, 60% supervisor, overtime; equipment and supplies divided by annual circulation for nine branches: Belmont, Capitol Hill, Gregory Heights, Hillsdale, Holgate, North Portland, Rockwood, St. Johns, and Woodstock. Circulation data is tabulated daily, compiled monthly and annually, by Dynix, the Library's automated circulation system.

5. Demonstrates:

This measures the efficiency of the Multnomah County Library Branch operation.

6. Baseline:

\$.38 (The actual result as measured by FY92-93 circulation statistics.)

7. Potential:

\$.38 (Cost of circulation has reached its maximum potential for efficiency within the constraints of physical size, hours open, staffing and size of collections.)

Small Branch Libraries

Community Services

Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Children's Programs Attendance as a Percent of Capacity	85%	n/a	89%	100%

3. Definition:

Library contacts with children (pre-school through adolescence) in the Albina and Sellwood service areas through programming at these branches (4,077 in FY92-93), divided by capacity which is defined as the maximum number of people (4,794) who can be accommodated within staff, space and budget constraints.

4. Source:

Actual count of children who attended and participated in library programming and activities.

5. Demonstrates:

The library's role in providing informational, educational and recreational programs to promote language and literacy development. (Link to Oregon Benchmark: **Early Childhood Development**—"Percentage of children entering kindergarten meeting specific development standards for their age" and "Percentage of children that kindergarten teachers feel are ready to succeed in school" are influenced by library reading readiness and other children's programs; **Success in School**—"Student Skills: Percentage of students who achieve established skill levels, 1. Reading, 3. Writing-Ideas", are influenced by programs such as Summer Reading and Young Adult Book Club. **Access to child care, health care, education, arts and information**—the library makes available to children, through programming, performing arts such as puppetry, music, and live theatre, as well as targeted information in theme oriented presentations on subjects such as ecology, wildlife, and peace).

6. Baseline:

85% (Based on FY92-93 attendance at library programs.)

7. Potential:

100% reached in FY94-95. (This is based, in part, on increased participation in the Summer Reading Program (FY93-94 over FY92-93); the inception of Books-2-U, a grant program to encourage library use; the reduction of programs in Portland Public Schools; increased publicity, and planned in-library family literacy events).

Small Branch Libraries

Community Services
Library

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of Browsers Who Find Something to Check Out (Browser Fill Rate)	n/a	n/a	96%	96%

3. Definition:

The Small Branch Library Browser Fill Rate measures the percentage of library users (not looking for a specific title, subject or author) who found materials of interest.

4. Source:

A survey to update previous information will be conducted during FY93-94.

5. Demonstrates:

The level of patron satisfaction in finding materials that interest them.

6. Baseline:

96% (Baseline is average 1986-89 Small Branch Library Browser's Fill Rate.)

7. Potential:

96% (Browser Fill Rate should remain high in Small Branches because of the high demand browsing collections and patrons' expectation level.)

Small Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Circulation per Capita	.37	n/a	.41	.43

3. Definition:

The Small Branch Library Circulation per Capita is Albina and Sellwood Branches' annual circulation (213,611 per FY92-93) per person in Multnomah County (583,887).

4. Source:

Annual Small Branch circulation of materials (from Dynix computer circulation system records) divided by service population (from 1990 Census, U.S. Census Bureau).

5. Demonstrates:

This measures the average per capita annual circulation of materials from Small Branch Libraries by Multnomah County residents. Of total library system circulation per capita (11.84), Small Branch Libraries account for 3% or .37 per capita. (Link to Oregon Benchmarks: **Access to Cultural Enrichment**--"Percentage of Oregonians served by a public library which meets minimum service criteria.")

6. Baseline:

.37 (Baseline is the actual FY92-93 circulation per capita.)

7. Potential:

.5 (Current staffing levels, limited hours of service and size of branches limit significant increase in circulation per capita.)

Small Branch Libraries

Community Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Cost Per Circulation	\$.48	n/a	\$.50	\$.52

3. Definition:

The cost of checking out each item to library users.

4. Source:

The cost of branch staffs: clerical, page, 90% of temporary budget, 60% senior library assistant, and overtime; equipment and supplies divided by annual circulation for two branches, Albina and Sellwood. Circulation data is tabulated daily, compiled monthly and annually, by DYNIX, the Library's automated circulation system.

5. Demonstrates:

This measures the efficiency of the Multnomah County Library Small Branch operation.

6. Baseline:

\$.48 (Actual result as measured by circulation statistics for FY92-93.)

7. Potential:

\$.48 (Cost of circulation has reached its maximum potential for efficiency within the constraints of physical size, hours open, staffing and size of collections.)

The Library Collection

Support Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of Patrons Who Find the Subject and Author They Want (Subject and Author Fill Rate)	n/a	n/a	69%	70%

3. Definition:

The percentage of library users looking for specific subject information or materials by a specific author, who find the materials they are looking for. The number of users who find the subject information or materials by a specific author is divided by the number of users surveyed.

4. Source:

A survey will be conducted in FY93-94.

5. Demonstrates:

Subject and author fill rate demonstrates user satisfaction in being able to find the subject material or material by a specific author sought during the library visit.

6. Baseline:

66% for FY1989 output measures is the most recent survey results available.

7. Potential:

75% is the average annual subject and authors fill rate of libraries serving populations of 500,000 to 999,999 according to the Public Library Data Service Statistical Report of 1993.

The Library Collection

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of Patrons Who Find the Title They Want (Title Fill Rate)	n/a	n/a	61%	63%

3. Definition:

The title fill rate measures the percentage of library users looking for a specific title who found that title. The number of users who find the title they wanted is divided by the number of users surveyed.

4. Source:

A survey will be conducted in FY93-94.

5. Demonstrates:

This measure demonstrates user satisfaction in being able to find the specific title they were searching for during the visit to the library.

6. Baseline:

59% for FY1989 is the most recent survey results available

7. Potential:

67% is the average annual title fill rate of libraries serving populations of 500,000 to 999,999 according to the Public Library Data Service Statistical Report of 1993.

The Library Collection

Support Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Library Collection Turnover Rate	4.9	n/a	5.67	6.0

3. Definition:

Turnover rate is the annual circulation per library item owned. The total circulation (6,041,072 in FY92-93) is divided by the total number of holdings (1,233,522 in FY92-93).

4. Source:

Circulation count is from the monthly and annual circulation statistical report prepared by the Office of the Director of Library Services. Holdings count is from the library Dynix computer system.

5. Demonstrates:

Library Turnover Rate demonstrates customer satisfaction as evidenced by use of the library's materials. (Oregon Benchmark: Access to Cultural Enrichment)

6. Baseline:

4.9 (FY92-93)

7. Potential:

7.0

Technical Services

Support Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of materials processed within 30 days	n/a	n/a	avail 12/93	avail 12/93

3. Definition:

Percentage of books and other library materials processed within 30 days of being received.

4. Source:

Dynix computer report PNTL (Print New Titles List) lists new materials received each week for the Central Library. This list will be checked against actual materials processed in 30 days to determine percentage.

5. Demonstrates:

Demonstrates the speed of access to library materials for patrons and library staff. Fast processing allows quicker access to time sensitive materials and better patron satisfaction.

6. Baseline:

The baseline would be established by sampling during FY93-94.

7. Potential:

To be determined 12/93.

Technical Services

Support Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of high demand materials processed within 5 days	n/a	n/a	avail 12/93	avail 12/93

3. Definition:

Percentage of high demand books and other library materials processed within 5 days of being received. High demand titles are those materials of popular interest, gathered from best seller lists, current review media, advertising, awareness of current events, and anticipation of new trends.

4. Source:

Dynix computer report PNTL (Print New Titles List) lists new materials received each week for the Central Library. This list will be checked against actual materials processed in 30 days to determine percentage.

5. Demonstrates:

Demonstrates the speed of access to high demand library materials for patrons and library staff, and results in higher patron satisfaction.

6. Baseline:

The baseline would be established by sampling during FY93-94.

7. Potential:

To be determined 12/93.

Support Services

Administrative Services and Distribution

Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of books/mail deliveries that arrive according to schedule	n/a	n/a	avail 12/93	avail 12/93

3. Definition:

Measures the time required between delivery pickup points while keeping to the published delivery schedule.

4. Source:

Results of two week tabulation of delivery times (to be conducted 11/93).

5. Demonstrates:

Adherence to published delivery schedules.

6. Baseline:

To be determined 12/93.

7. Potential:

To be determined 12/93.

Administrative Services and Distribution

Support Services

Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Library Staff Satisfaction with Internal Support Services	n/a	n/a	avail 12/93	avail 12/93

3. Definition:

How do our "customers" (library staff) perceive us in meeting their expectations regarding delivery of supplies, support of personal computers, payment of bills to vendors and preparation of the payroll.

4. Source:

Determined by response to annual survey (first survey to be conducted 12/93).

5. Demonstrates:

This measure demonstrates Administrative Services and Distribution's effectiveness in providing quality of service to library staff.

6. Baseline:

This information available 12/93.

7. Potential:

This information available 12/93.

Entrepreneurial Activities

Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Title Wave Bookstore Customer Satisfaction	n/a	n/a	80% (available 12/93)	82%

3. Definition:

The proportion of Title Wave customers who were satisfied (who rated the service good or excellent) with the quality of services provided by the volunteers who staff the bookstore and with the selection of merchandise available for purchase.

4. Source:

Annual customer survey to be conducted 12/93.

5. Demonstrates:

Customer's perceptions of merchandise and services delivered based upon five service characteristics: courtesy, helpfulness, efficiency, knowledge and selection of merchandise.

6. Baseline:

1993-94 survey results.

7. Potential:

99%

Entrepreneurial Activities

Library

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent Annual Change in Revenue	12% (\$108,793)	-11% (\$97,200)	-7% (\$102,000)	+5% (\$107,000)

3. Definition:

Percent annual increase or decrease in revenue earned from sales of discarded library books, materials and gift items for purchase such as t-shirts, mugs and bookbags, with prices ranging from 25 cents to 50 dollars.

4. Source:

Daily cash receipts and County LGFS reports.

5. Demonstrates:

The ability to effectively market and sell worn out and outdated library books and materials and sell library gift items such as t-shirts, mugs and bookbags.

6. Baseline:

12% (Increase from FY91-92 to FY92-93)

7. Potential:

5% increase per year.

* NOTE: Revenues increased dramatically in FY92-93 because the Library discontinued their 16mm film collection and sold it at the Title Wave.

Volunteer Services

Systemwide Public Services

Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent Change in Volunteer Hours	8% (31,347 hrs)	n/a	10% (34,481 hrs)	10% (37,929 hrs)

3. Definition:

Measures the increase in the use of volunteer hours (31,347 hours or 15 FTE employees).

4. Source:

Volunteer hours are recorded and collected monthly and compiled annually.

5. Demonstrates:

Demonstrates effective recruitment and placement of volunteers. (Oregon Benchmark: Sense of Community - "Percentage of Oregonians who volunteer at least 50 hours of their time per year to civic, community or nonprofit activities." The Library provides numerous volunteer opportunities for county residents of all ages and skills.)

6. Baseline:

8% - 29,108 hours (FY91-92).

7. Potential:

Since 1985-86, volunteer hours have increased by 8-10 % and are projected to continue to increase by 10% each year.

Systemwide Borrowers' Services

Systemwide Public Services

Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Telephone Renewal Circulation per Capita	1.49	n/a	1.64	1.72

3. Definition:

The Telephone Renewal Circulation per Capita is the average annual number of patron-generated telephone book renewals (870,780 in 1992-93) per person in Multnomah County (583,887).

4. Source:

The annual Telephone Renewal Line circulation of materials is divided by the number of Multnomah County residents. Circulation data is from the circulation module of the library's Dynix computer system; population information is from 1990 Census, U.S. Census Bureau.

5. Demonstrates:

This measures the average per capita number of patron-generated telephone renewals of library materials by Multnomah County residents. Of total library system circulation per capita (11.84), Systemwide Borrowers' Services accounts for 13% or 1.49 per capita.

6. Baseline:

1.49 (Baseline is the actual 1992-93 Telephone Renewal Circulation per Capita).

7. Potential:

1.8 (Assumes increases in telephone renewals similar to past increases, current hours of operation and current staffing).

Systemwide Public Services Systemwide Borrowers' Services Library

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Cost per Telephone Renewal	n/a	n/a	\$ 0.14	\$ 0.13

3. Definition:

The Cost per Telephone Renewal is the cost of renewing by telephone each checked out item. 1993-94 calculations are \$125,173 (adopted budget for Renewal Telephone Line program); and 914,319 (estimated number of 1993-94 telephone renewals).

4. Source:

Staff, equipment and supplies costs associated with centralized telephone renewal (from the adopted budget) are divided by the total number of telephone renewals (from the library's Dynix computer circulation system records).

5. Demonstrates:

Renewing books by telephone provides an efficient way for library users to extend the loan periods on their library materials and is more cost effective for the library than providing book renewal service in person at each library agency.

6. Baseline:

\$ 0.14 (Baseline is based on 1993-94 adopted budget divided by estimated 1993-94 number of telephone renewals).

7. Potential:

\$.13 (This assumes a 10% increase in telephone renewals and 5% increase in staffing costs).

Systemwide Borrowers' Services

Systemwide Public Services Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of Reserved Materials Delivered to Patrons Within 7 Days	n/a	n/a	54%	55%

3. Definition:

This measures the number of days required to get to library users those materials owned by the library but not available at the time they are requested.

4. Source:

Library staff track a one week sample of patron-placed computer reserves for materials the library does own but are checked out or are at another library agency. Data is from the library's Dynix computer circulation system reserve records.

5. Demonstrates:

The goal of this program is to make better use of the materials budget by making the library's entire collection quickly and efficiently available to library users throughout Multnomah County. This Key Result measures how long library users have to wait before requested/reserved library materials are available for them to pick up or to have mailed to them, demonstrating the percent of materials available within 7 days. (Oregon Benchmark: **Access to Cultural Enrichment**—"Percentage of Oregonians served by a public library which meets minimum service criteria." The library's reserve program makes circulating materials available at all library agencies, regardless of the agency's size, plus making it possible for library users to reserve materials from their home and office computers).

6. Baseline:

54% (Baseline is the average Document Delivery percentages from 1986-1989 surveys—the most recent information we have).

7. Potential:

55% (This is based on informed knowledge, using average Document Delivery rates of similar library systems).

Systemwide Public Services Systemwide Borrowers' Services Library

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Cost per Patron Contact for Overdue Materials	\$.42	n/a	\$.10	\$.08

3. Definition:

The Cost per Patron Contact for Overdues is the cost of notifying library users of each overdue item. (The decrease from 1992-93 actual cost to 1993-94 estimated cost is due to the implementation of an automated Telephone Notification System, which uses a recorded message to notify library users of overdue materials rather than mailed overdue notices. Major savings were realized due to decreasing postage costs for mailing notices).

4. Source:

The cost of the automatic telephone notification phone lines, mailers, postage, and Computer Room and Mail Room staff time (from adopted budget) and survey is divided by the total number of telephone calls, mailed notices and bills for overdues (from the library's Dynix circulation system records).

5. Demonstrates:

This measures the cost of notifying library users of overdue materials.

6. Baseline:

\$.10 (Based on estimated FY93-94 costs of notifying library users of overdue books, after implementation of the automated Telephone Notification System).

7. Potential:

\$.08 (Assumes more automated telephone contacts to replace the mailed second notice).

Systemwide Reference Services

Systemwide Public Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Telephone Reference Completion Rate	n/a	n/a	73%	75%

3. Definition:

The Telephone Reference program answers telephone ready reference inquiries (short answers to specific questions), providing library users with efficient telephone access to information that is available at the library. The Telephone Reference Completion Rate measures the proportion of telephone reference transactions successfully completed.

4. Source:

The number of telephone reference transactions completed is divided by the number of telephone reference transactions. To collect the data, Reference Line staff tally a sample set of reference transactions (following standardized procedures outlined in the American Library Associations's Output Measures for Public Libraries).

5. Demonstrates:

The Telephone Reference Completion Rate measures callers' success in getting their questions answered.

6. Baseline:

73% (Baseline is the average Telephone Reference Completion Rate for 1986-1989, the most recent time this data was gathered).

7. Potential:

83% (The average rate for libraries service populations of 500,000 to 999,999, according to the Public Library Data Service Statistical Report of 1993).

Systemwide Reference Services

Systemwide Public Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of Interlibrary Loan Documents Delivered to Patrons Within 30 Days	n/a	n/a	80%	80%

3. Definition:

This measures the number of days required to get to library users those materials not owned by the library. The Interlibrary Loan program locates and borrows books and other library materials that are requested by Multnomah County Library card holders but that are not owned by the Multnomah County Library.

4. Source:

Interlibrary Loan staff track one month's worth of interlibrary loan requests for materials the library does not own (following standardized procedures outlined in the American Library Association's Output Measures for Public Libraries).

5. Demonstrates:

This measures how long library users have to wait for requested library materials not owned by Multnomah County Library, demonstrating the percent of requested materials available within 7 and 30 days.

6. Baseline:

80% (Baseline is the average Interlibrary Loan Document Delivery percentages from 1986-1989 surveys—the most recent data we have).

7. Potential:

85% (Based on informed knowledge, using average Interlibrary Loan Document Delivery rates of similar library systems).

Systemwide Reference Services

Systemwide Public Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Branch Reference Service Reference Completion Rate	n/a	n/a	75%	80%

3. Definition:

Branch Reference Service uses Central Library staff expertise to provide in-depth professional reference assistance to branch library staff, and makes the Central Library's wealth of specialized, unique, expensive reference materials available to all Multnomah County branch library users. The Branch Reference Service Reference Completion Rate measures the proportion of reference transactions (questions answered and/or materials telefaxed or sent from Central Library to the requesting branch) successfully completed.

4. Source:

The number of referred branch reference transactions completed is divided by the total number of referred reference transactions. To collect the data, Branch Reference Service staff tally a sample set of reference transactions (following standardized procedures outlined in the American Library Association's Output Measures for Public Libraries).

5. Demonstrates:

This measures the success of users of branch libraries in getting answers to questions when they need the answers and cannot find the information in the branch library's resources.

6. Baseline:

75% (Baseline is from a sample of 100 Branch Reference Service questions).

7. Potential:

80% (This is based on analysis of the sample of Branch Reference Service questions).

Automation Services

Library

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Dynix Uptime for Public	99%		99.7%	99.8%

3. Definition:

Ratio of Dynix available hours (FY92-93 = 3058 hrs.) during open hours to total library open hours (FY92-93 = 3068 hrs.).

4. Source:

Downtime periods are recorded in the Library Automation Services daily log.

5. Demonstrates:

Availability of the Library's computerized card catalog system to the public. This measurement reflects a major improvement in system uptime with the implementation of the Dynix system.

6. Baseline:

95%

7. Potential:

100%

Automation Services

Systemwide Public Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Library's Cost Per Dialup Access	\$.018		\$.015	\$.015

3. Definition:

Cost of dialup equipment divided by number of dialup accesses. Dial up access allows library patrons to connect to the library database via a personal computer modem from their home or office.

4. Source:

Dialup accesses are regularly reported by Library Automated Services (FY92-93 = 65,100). Costs are phone line costs and related supplies and/or capital (FY92-93 = \$1200).

5. Demonstrates:

Cost effectiveness of remote access to the Library's Automated information system.

6. Baseline:

\$.018 per access

7. Potential:

\$.014 per access

Automation Services

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of library collection available via Dynix	78%		85%	90%

3. Definition:

Ratio of total titles held by the library (514,095) to those listed in Dynix (402,578). The library's collection dates back to 1864, and a number of materials are not in the Dynix bibliographic records because they were published before machine readable records were available.

4. Source:

Total collection amount is from the statistical report submitted annually to the Oregon State Library. The amount in Dynix is from the library's computer system.

5. Demonstrates:

The availability of the library's collection to the public at all branch libraries and by dial access to Dyna.

6. Baseline:

78%

7. Potential:

100%

Communication with the Public

Systemwide Public Services

Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Print Shop Production	n/a	n/a	avail	avail
Average Turnaround Time			12/93	12/93

3. Definition:

The average turn around time in working days for print jobs from simple photocopying through complex multi-color, multi-page and specialty items. Once the base average has been established, net changes will be represented as a percentage of change from one fiscal year to the next.

4. Source:

The data is derived from information on the Print Shop Job Sheet (F-PUB-03) and measured from the date the job was received in the Print Shop until the job was sent to the client (recorded on the form).

5. Demonstrates:

Demonstrates Print Shop efficiency as defined by timely production; and customer satisfaction by receiving the job(s) on or ahead of schedule.

6. Baseline:

The baseline will be the 1993-1994 fiscal year's production results.

7. Potential:

To be determined 12/93.

Systemwide Public Services
Library

Communication with the Public

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of patrons who rate library publications useful	n/a	n/a	65%	70%

3. Definition:

Number of patrons who, when asked to rate usefulness of a particular library publication, rated it as somewhat or very useful.

4. Source:

Readership surveys to be conducted annually.

5. Demonstrates:

Perceived usefulness of publications to readers.

6. Baseline:

65% estimated (survey information available 12/93).

7. Potential:

90%

Systemwide Public Services
Library

Communication with the Public

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Newspaper inches per news release/press contact	21	n/a	22	23

3. Definition:

Number of inches of newspaper lineage covering library (1,859.5) divided by total number of news releases and press contacts generated by library staff (88). (Does not include coverage by electronic media.)

4. Source:

Newspaper clippings file kept by staff; news release file kept by staff; media contact log.

5. Demonstrates:

Efficiency of operation.

6. Baseline:

21

7. Potential:

Media coverage expected to increase during library renovation and construction.

Systemwide Public Services Library

Services for Target Populations

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Cost Per Patron Served by Outreach Services	\$4.59*/ 78,840	\$4.86/ 78,840	\$4.86/ 78,840	\$5.10/ 78,840

3. Definition:

Annual budget for LOS (\$361,970 in FY92-93*) divided by the number of patrons served per year (78,840 in FY92-93).

4. Source:

Based on annual budget figures and number of items (materials) delivered and circulated that are recorded by the Dynix computer system.

5. Demonstrates:

Need for alternative delivery methods of library materials to accommodate special groups who cannot use traditional library outlets.

6. Baseline:

\$4.59 (FY92-93)

7. Potential:

Costs will be expected to increase 5-10% annually. By the year 2000, costs are estimated to be \$8.19. Outreach Services is currently turning down requests for service due to personnel and vehicle limitations. The need for delivery of library services is increasing and will continue to increase because of the aging "baby boomer" population. According to Aging Oregonians: Trends and Projections, 1993, "Oregon is aging: while the state's population increased by 7.9% from 1980 to 1990, the number of persons aged 65 or older grew by 28.9%. Oregon is older and aging faster than the U.S. as a whole. Eighty-seven percent of Oregon's elderly live in Western Oregon. 40% of Oregon's elderly live in the Portland metropolitan area."

* NOTE: Actual LOS budget for FY92-93 was \$291,970 - \$3.70 per patron - but costs for LOS facilities, telephones and fleet were budgeted in Support Services that year. The figure of \$4.59 is a projection cost per patron had those funds been budgeted in LOS.

Services for Target Populations

Systemwide Public Services

Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Percent of day care centers served by Library Day Care Services	30%	n/a	26%	24%

3. Definition:

The number of day care centers served by Multnomah County Library Day Care Services expressed as a percentage of the total number of certified day care centers in Multnomah County. Figure is arrived at by dividing the number of day care centers served (60) by the total number in Multnomah County (225).

4. Source:

Multnomah County Library's Day Care Services participation statistics are updated monthly and day care center participation applications are processed and maintained on a waiting list. The total number of certified day cares in Multnomah County is available from the Multnomah County Children's Services Division.

5. Demonstrates:

Ability to serve children in certified day care centers in Multnomah County who would not otherwise have access to library materials. This is accomplished through the Library's Day Care Services outreach program which selects and delivers books to these centers on a regular basis.

6. Baseline:

30% (Actual percentage as measured by FY92-93 statistics.)

7. Potential:

The ability to accommodate the demand for service has reached its limit within the constraints of staffing and size of available collection. It is projected that the percent of certified Multnomah County day care centers served by the library's day care services outreach program will continue to decrease, since the number of certified centers is increasing at a rate of 25 per year. Given present size and staffing, only 60 centers will be served in FY94-95 which has a projected total of 250 certified centers.

Services for Target Populations

Systemwide Public Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Number of contacts with children and teens through specially targeted programs outside of the library	35,090	n/a	43,000	50,000

3. Definition:

The total number of children and teens reached through programs held outside the library in order to bring library services to young people who would not otherwise have the benefit of the library's resources.

4. Source:

Statistics on kind and number of outreach programs to children and teens and their caregivers are maintained by Youth Services.

5. Demonstrates:

Increased commitment to extending the full range of library services to children, teens and their caregivers by reaching out into the community. This outreach includes storytimes at day care centers that cannot visit a library, programs for at-risk populations of parents and children at health care facilities, health screening centers and crisis centers; for children in schools; for children, parents, and other care providers without library access or information; and for teen-parents in a variety of educational situations.

6. Baseline:

Statistics gathered by youth services in 92/93.

7. Potential:

Projected increase is based on anticipated grant programs and such additional outreach as is possible, given current staff and materials limitations, by cooperating with outside agencies.

Services for Target Populations

Systemwide Public Services
Library

1. Key Result name:	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
Number of contacts with teens through specially targeted library programs held in libraries	6,000	n/a	7,500	10,000

3. Definition:

The total number of teens and their caregivers reached through programs in libraries.

4. Source:

Statistics on kind and number of outreach and in-library programs for teens and their caregivers and maintained by Youth Services.

5. Demonstrates:

Increased commitment to extending the full range of library services to teens and their caregivers through programs at the library, outreach to schools, services to at-risk populations, and services to teen parents.

6. Baseline:

6,000 figure is based on statistics gathered by youth services in 92/93.

7. Potential:

Projected increase is based on anticipated grant programs such as Books-2-U, and such additional outreach as is possible, given current staff and materials limitations, by cooperating with outside agencies.

Clerk

Library

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Division	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Director's Office
Central Library
Community Services
Support Services
Systemwide Public Services
Total Costs

	1992-93	1993-94	1993-94	1994-95
Staffing by Division	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Director's Office
Central Library
Community Services
Support Services
Systemwide Public Services
Total Staffing

Description

The Director's office is responsible for providing the Department of Library Service with leadership and direction. The Director's office provides leadership and direction through working with the Board of County Commissioners, the Library Board and citizens to ensure that library services are meeting the library needs of Multnomah County and that adequate funding is secured to finance these services. The Director's office communicates policy requirements to staff and managers and, in consultation with staff and managers, develops and implements programs of service. The Director's office conveys and enforces personnel policies and rules, the labor contract and exempt ordinance requirements. The Director's office initiates and oversees fundraising activities. The Director's office represents Multnomah County Library at local, regional, state, and national levels.

Action Plan

Significant Changes

FTE's

Dollars

Director's Office

Library

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service Director's Office	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing by Activity/Service Director's Office	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Description

The mission of the Central Library is to serve as the major information reference, resource and referral center for the residents of Multnomah County. Central Library is responsible for providing books and other library materials and services to meet library users' informational, educational, cultural and recreational needs. Activities and services include circulating books and other materials; selecting and maintaining a unique, valuable and vital materials collection on a wide range of subjects and presenting multiple points of view; answering questions and providing assistance in using the library's collection; providing educational and recreational programs and exhibits; and sorting and packing books and mail for library systemwide delivery.

The Central Library provides comprehensive library information services in a major metropolitan area. The need for these services increases with the growing diversity of the population and the soaring rate at which new information is produced.

Action Plan

Significant Changes

FTE's

Dollars

Central Library

Library

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management				
Central Borrower's Services				
Central Reference Services				
Children's and Popular Library				
Total Costs				

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management				
Central Borrower's Services				
Central Reference Services				
Children's and Popular Library				
Total Staffing				

Division Management

Central Library
Library

Description

Central Library Division Management is administratively responsible for planning and providing daily public service activities at the Central Library; providing support activities for Central Library operations; preparing and monitoring the Central Library budget; participating in developing plans for remodeling and renovating the building; evaluating and meeting the needs of the community; and providing a focal point for systemwide activities and liaisons to outside agencies. Central Library Division Management supervises all aspects of daily operations at Central including contracted services such as building security; provides special exhibits; oversees the internal and external mail function at Central; provides the full range of office services including cash handling and record keeping for the Central Library; and often represents the Library to the general public.

Significant Changes	FTE's		Dollars
	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Central Borrowers' Services

Central Library
Library

Description

Central Borrowers' Services provides physical access to Central Library's circulating materials collections. Central Borrowers' Services is responsible for circulating Central Library books and other library materials. Central Borrowers' Services registers library users for borrowers' cards, checks out and checks in library materials, collects fines for overdue library materials, retrieves library materials for library users, and reshelves books and other materials after they have been returned.

Central Borrowers' Services provides retrieval of the 70% of Central's collection that is housed in closed stack areas. Renovation will make more of these materials directly available to the public, drastically reducing the need for stack paging while increasing the circulation and reshelving workloads.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Cost per circulation	NA	NA	\$0.83	\$0.79
Circulation per capita	2.55	NA	2.75	3.00
Circulation per hour open	485	NA	509	534
Turnover rate	NA	NA	1.59	1.75

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Central Reference Services

Central Library
Library

Description

The purpose of Central Reference Services is to provide timely and accurate information to the users of the Multnomah County Central Library to support their individual, educational, cultural and business-related information needs. Central Reference Services is responsible for answering questions and providing the public with assistance in using an extensive collection of indexes, atlases, encyclopedias, handbooks, dictionaries, directories, computerized resources, government documents, and periodicals to help them locate needed information. Central Reference Services selects books and other library materials to meet users' information needs; provides effective professional assistance in using the library's collections; and, through online database searching, interlibrary loan services, and referrals to other agencies, gives library users access to information resources not available locally.

The overwhelming increase in information and new technologies are challenging the library's ability to provide timely and accurate information. Because information doubles every five years, demands on library resources to meet these challenges will continue to increase.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Reference transactions per capita	0.59	NA	0.61	0.63
Reference completion rate	NA	NA	77%	79%
In-library materials use per capita	NA	NA	1.9	1.9

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Children's and Popular Library

Central Library
Library

Description

Children's & Popular Library provide library services to inform, educate and entertain children, young adults, and adults. Children's & Popular Library are responsible for providing popular books, magazines, audiovisual materials, and programs for people of all ages. Children's & Popular Library staff select books and other library materials, assist the public in using those materials, and present a variety of library programs (e.g., story times, library tours, author readings, "lunch and learn" lectures, visits to schools and child care centers to do book talks and story times, etc.) to encourage reading and the use of the library's resources.

As a result of Ballot Measure 5 property tax limitations, 50% of the Portland Public Schools' library book budget was eliminated. As schools become unable to provide library materials, more children, teenagers, parents and teachers will turn to the public library to meet their informational and educational needs.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Program attendance as a percent of capacity	86%	NA	90%	90%
Reader's advisory completion rate	NA	NA	71%	75%
Percent of browsers who find something to check out (Browser Fill Rate)	NA	NA	85%	87%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Community Services

Library

Description

The Community Services Division provides a network of branches from which county residents can access the library's material collections and informational resources. Branch libraries provide materials to be used for self-directed study and recreational reading; materials to be used by families as they pursue their children's education; materials to be used with pre-school children that assists in developing cognitive skills which prepare a child to begin learning in school. The Community Services Division is responsible for delivering library materials, information, programs and services to all Multnomah County residents outside the downtown Portland area through fourteen (14) branch libraries and Outreach Services which includes Bookmobile, Van Service, Lobby Service, Books by Mail, Large Print Books by Mail, Jail Service and Old Town Reading Room. Since 1990, branch libraries are open 169.5 fewer hours per week than they were previously.

As a result of Ballot Measure 5 property tax limitations, 100% of the Portland Public Schools' library books budget was eliminated. As schools become unable to provide library materials, more children, teenagers, parents and teachers will turn to the public library, especially branch libraries, to meet their informational and education needs.

Action Plan

Significant Changes

FTE's

Dollars

Community Services

Library

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management				
Large Branch Libraries				
Medium Branch Libraries				
Small Branch Libraries				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management				
Large Branch Libraries				
Medium Branch Libraries				
Small Branch Libraries				
Total Staffing				

Division Management

Community Services
Library

Description

Community Services Division Management provides leadership and direction to staff at fourteen branch libraries and Library Outreach Service for the purpose of delivering effective library service to citizens of Multnomah County. Division Management works with branch managers, supervisors and staff to provide library materials, information and programs to Multnomah County neighborhood residents. Management plans services; develops and evaluates materials, programs and staff; assists supervisors and managers with personnel issues; plans building enhancements with appropriate County Facilities personnel; and administers the budget for branch libraries and outreach service.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Large Branch Libraries

Library

Description

Large Branch Libraries provide information, books and other materials to residents of a geographic region. Large branches make services and resources provided at the Central Library available to residents outside the downtown area. Large Branches offer resources to satisfy diverse requests for information, assist children and adults in using library collections, have collections of at least 50,000 books and other materials, present programs for children and adults, and link local users to the resources of the Central Library and other regional libraries.

Three Large Branches circulated 1,622,957 items in FY92-93 for a 5% increase over FY91-92 and answered 113,967 information requests for a 3% increase. An anticipated increase of 5% and 3% for FY93-94 will strain existing library resources such as space, staff, and materials.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Children's programs attendance as a percent of capacity	85%	NA	95%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	NA	NA	93%	94%
Circulation per capita	\$2.78	NA	\$2.92	\$3.06
Cost per circulation	\$0.32	NA	\$0.33	\$0.34

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

1994-95 Proposed Budget

Medium Branch Libraries

Description

Medium Branch Libraries provide library service at a neighborhood level. Medium size branches provide information and materials to neighborhood residents. These branches loan books and other materials; assist children and adults in using library collections; provide programs to pre-school and school age children; and provide access to information and materials beyond the branch library.

Nine medium branch libraries circulated 2,371,455 items in FY92-93 for a 10% increase over FY91-92, and answered 141,682 information questions for a 6% increase. An anticipated increase of 6% next year will strain existing library resources such as space, staff, and collections of books and other materials.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Children's programs attendance as a percent of capacity	85%	NA	89%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	NA	NA	93%	94%
Circulation per capita	4.06	NA	4.30	4.56
Cost per circulation	\$0.38	NA	\$0.39	\$0.40

Significant Changes

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

1994-95 Proposed Budget

Small Branch Libraries

Community Services

Library

Description

Small Branch Libraries provide popular materials, arranged in bookstore fashion, for children and adults in their immediate neighborhoods. These branches provide a link to systemwide resources through the Dynix online catalog which enables their users to borrow from other locations, present children's storytimes and programs by using youth librarians from nearby branches, and circulate materials from collections of approximately 15,000 items.

Two small branches circulated 229,862 items in FY92-93 for a 10% increase over FY91-92. An anticipated 6% increase in circulation for FY93-94 will strain existing library resources such as space, staff and materials.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Children's programs attendance as a percent of capacity	85%	NA	89%	100%
Percent of browsers who find something to check out (Browser Fill Rate)	NA	NA	96%	96%
Circulation per capita	0.39	NA	0.41	0.43
Cost per circulation	\$0.48	NA	\$0.50	\$0.52

Significant Changes FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Support Services

Library

Description

The Support Services Division is responsible for centralized administrative and materials acquisition support to allow the rest of the library staff to devote their time and energies to public service. Support Services acquires and processes all books and other library materials; provides supplies, contracts and personal computers; coordinates personnel and payroll; manages financial and budgetary issues; and provides mail and delivery services.

Action Plan

Significant Changes

FTE's

Dollars

Support Services

Library

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management				
The Library Collection				
Technical Services				
Administrative Services and Distribution				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management				
The Library Collection				
Technical Services				
Administrative Services and Distribution				
Total Staffing				

Division Management

Support Services
Library

Description

The purpose of Support Services Division Management is to effectively manage the library's internal support functions. Division Management is responsible for providing the public with books and other library materials, and library staff with administrative support. Division Management plans and directs the activities of selection, acquisition, cataloging and physical processing of all library books and materials; administers the provision of supplies, contracts, personal computers, mail and delivery services; coordinates payroll and personnel; and manages budget and financial issues.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

The Library Collection

Library

Description

The purpose of the Library Collection is to provide library materials for Multnomah County residents. The Library Collection is the means of acquiring informational, educational, cultural and recreational materials. The Library Collection is books, periodicals, newspapers, spoken recordings, music recordings, videos, maps, government documents, and CD-ROM databases.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of patrons who find the subject or author they want (Subject and author fill rate)	NA	NA	69%	70%
Percent of patrons who find the title they want (Title fill rate)	NA	NA	61%	63%
Library Collection turnover rate	4.90	NA	5.67	6.00

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Technical Services

Support Services Library

Description

The purpose of Technical Services is to ensure availability of books and other library materials to patrons and staff. Technical Services is responsible for the selection, acquisition, bibliographic description, classification and physical preparation of books and other library materials. Technical Services provides the final selection of books and other library materials, acquires the materials from publishers and vendors, processes invoices for payment, maintains the computerized card catalog, makes these materials available for the public and repairs materials that are damaged.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of materials processed within 30 days	NA	NA	avail 12/93	avail 12/93
Percent of high demand materials processed within 5 days	NA	NA	avail 12/93	avail 12/93

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Support Services

Library

Administrative Services and Distribution.

Description

Administrative Services and Distribution is responsible for providing centralized administrative support and delivery services for the Department of Libraries. Administrative Services and Distribution purchases systemwide supplies and other commodities (1,150 purchase orders); prepares and processes 30 contracts; acquires and supports 130 personal computers and trains staff; processes the Library payroll for 400 full and part time staff; coordinates all personnel activities; prepares 4,500 payment vouchers and maintains financial records; processes and delivers mail at the Administration building; and coordinates the budget process. Administrative Services and Distribution also provides delivery of books, other library materials and miscellaneous items to twenty locations.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of book/mail deliveries that arrive on schedule	NA	NA	avail 11/93	avail 11/93
Library staff satisfaction with internal services	NA	NA	avail 12/93	avail 12/93

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Description

Systemwide Public Services provides general and special library services to patrons throughout the system, and keeps the public informed of these services. The division is responsible for providing access to the library collection, to materials owned by other libraries, and to materials owned by the library but not immediately available, as well as for providing services used by all other divisions. Systemwide Public Services manages the volunteer services program, operates the Title Wave used book store and Old Town Reading Room, operates the materials request and distribution system (reserves), notifies patrons of overdue, provides the telephone renewal and interlibrary loan services, operates the computerized book location system (DYNA), provides printed materials to the public and for in-house use, develops public relations and publicity events, coordinates library services and materials for children, young adults and their families, and provides library materials and information to residents of nursing homes, county jails, juvenile facilities, residential care facilities, the homebound, and those with disabilities which prevent them from using conventional print materials.

This division provides services needed by all library system users which cannot be efficiently duplicated by each agency, and those services which are required by users with special needs. Just as systemwide circulation is increasing [53% in 5 years], so are the needs of these general and special users.

Action Plan

Significant Changes

FTE's

Dollars

Systemwide Public Services

Library

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Costs by Activity/Service				
Entrepreneurial Activities				
Volunteer Services				
Systemwide Borrower's Services				
Systemwide Reference Services				
Automation Services				
Communication with the Public				
Services for Target Populations				
Total Costs				

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing by Activity/Service				
Entrepreneurial Activities				
Volunteer Services				
Systemwide Borrower's Services				
Systemwide Reference Services				
Automation Services				
Communication with the Public				
Services for Target Populations				
Total Staffing				

1994-95 Proposed Budget

Entrepreneurial Activities

Description

The purpose of Entrepreneurial Activities is to raise funds, from sources other than taxes, which could be used for library purposes. While a variety of activities are contemplated for FY94-95, many are predicated on the hiring of a Marketing Director. This position will be funded either by grant or accumulated revenues from FY93-94 increases in fees and fines and entrepreneurial activities that can be put in place before the Marketing Director is hired. The only entrepreneurial activity currently in place is the library used bookstore. The main responsibilities of the bookstore are to discard books and other library materials no longer needed by the system and to provide revenue. The Title Wave Bookstore's volunteer staff withdraws all discarded library materials from the Dynix Computer System, processes the materials for sale to the public, and sells materials to the public.

There is a need to discard worn out and outdated library materials. The anticipated increase of sales at the Title Wave Bookstore by 5% (\$107,000) next year will continue to add to the workload of volunteers and the Title Wave manager.

Key Results			1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Title Wave Bookstore			NA	NA	80%	82%
customer satisfaction						
Percent annual change in revenue			12%	-11%	-7%	-1%
			\$108,793	\$97,200	\$102,000	\$107,000

Significant Changes FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Volunteer Services

Library

Description

The purpose of Volunteer Services is to manage the systemwide volunteer program. The main responsibility is to enhance library services by furnishing volunteer support to library staff and residents of Multnomah County. Volunteer Services recruits, interviews, registers and places volunteer and acknowledges the contributions of the volunteers in 14 branch libraries, Central Library, Library Administration building, Old Town Reading Room, and Title Wave Bookstore.

Volunteers provide valuable services to the Library. As the number of volunteer hours increase, the need for services provided by the Volunteer Services program will increase.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percent change in volunteer hours	NA 31,347 hrs	NA	10% 34,481 hrs	10% 37,929 hrs

Significant Changes

FTE's Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Systemwide Public Services Systemwide Borrowers' Services Library

Description

Systemwide Borrowers' Services provides cost-effective, centralized processing of library circulation functions. This program is responsible for systemwide reserves, telephone renewals, and notification of overdue materials. Activities include placing computer reserves for library materials immediately not available (because they are checked out or not at that agency); using the library's computer system to retrieve and direct the reserved materials to the location of the patron's choice (branch library or mailed to the patron's home); providing centralized telephone renewal of library materials; informing patrons of overdue materials using the automated Telephone Notification System and/or mail; and billing library users for accumulated fines and fees.

Systemwide Borrowers' Services makes the entire circulating materials collection easily available throughout Multnomah County in the most efficient way possible. The automated circulation system allows the library to centralize some circulation procedures so that the library can keep up with much greater usage and demand for services while keeping staffing levels low.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Telephone renewal circulation per capita	1.49	NA	1.64	1.72
Cost per telephone renewal	NA	NA	\$0.14	\$0.13
Percent of reserved materials delivered to patrons within 7 days	NA	NA	54%	55%
Cost per patron contact for overdue materials	\$0.42	NA	\$0.10	\$0.08

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Systemwide Public Services

Systemwide Reference Services Library

Description

Systemwide Reference Services makes a world of information available to Multnomah County Library users. Systemwide Reference Services provides library users with access to information, books, and other library materials not otherwise available. Systemwide Reference Services brings the resources of the Central Library to library users throughout Multnomah County through Branch Reference Service; transmits information via telephone, a Telecommunications Device for the Deaf (TDD), and telefax through Reference Line; and acquires books and information not available locally from libraries world-wide through Interlibrary Loan.

Systemwide Reference Services addresses the problem of making the full range of library reference services available to patrons throughout Multnomah County. Centralizing professional expertise and using technology such as telefax, TDD and the telephone help to address increasing demands for equal access to information.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Telephone reference completion rate	NA	NA	73%	75%
Percent of interlibrary loan documents delivered to patron within 30 days	NA	NA	80%	80%
Branch reference service reference completion rate	NA	NA	75%	80%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Automation Services

Library

Description

Library Automation Services maintains and supports the Library's centralized computer facility to provide access by patrons and staff to the library's bibliographic and circulation records. The facility supports: (1) online circulation transactions of checkout, checkin, reserves, patron registration, and overdue notices; (2) cataloging input and indexing of bibliographic data for library materials; (3) input and processing of orders for library materials; (4) community resources information; (5) retrieval of information about library resources by patrons and staff, including by telephone modem; (6) adding bibliographic records to 25,000 books (retrospective conversion project); and (7) access to databases on CD-ROM and Internet Resources.

Library Automation Services provides planning, installation and technical support for the use of the system, with a steady increase (approximately 10%) in numbers of terminals, numbers of transactions, and number of resources supported.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Dynix uptime for the public	99.0%	NA	99.7%	99.8%
Library's cost per dialup access	\$0.018	NA	\$0.015	\$0.015
Percent of library collection available via Dynix	78%	NA	85%	90%

Significant Changes		FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

Communication with the Public

Library

Description

The purpose of Library Communication With the Public is to help people use the Library effectively. The main responsibility of Library Communication is to provide the public with ongoing information about library hours, how to get a library card, fines and fees, programs and events, changes in services, etc. Library Communications oversees the printing of approximately 2.5 million items each year (about 40 percent are internal forms); publishes written materials that save staff time by helping patrons help themselves (i.e. "How to Use DYNA"; "People With Disabilities"); organizes and provides staff for outreach activities (i.e. Family Resources Fair; the annual corporate-sponsored CHECK IT OUT! celebration) and produces publications such as the CALENDAR OF EVENTS and THE BOOKMARK.

Key Results	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected
Print Shop production average turnaround time	NA	NA	avail 12/93	avail 12/93
Percent of patrons who rate library publications useful	NA	NA	65%	70%
Newspaper inches per news release/press contact	21	NA	22	23

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Services for Target Populations

Library

Description

The mission of Services for Target Populations is to provide library services and materials to users who have special needs because of age, physical or mental disabilities, English language deficiency, incarceration, or who are unable to use a branch facility because none exists in their neighborhood. This activity is responsible for the bookmobile and van service to outlying neighborhoods, community centers and residential facilities; jail and juvenile facilities service; the books by mail program; the Old Town Reading Room; coordination of children and teen services; the day care services program; and operation of a telephone translation service (AT&T Language Line).

The library is charged with serving all the people of Multnomah County. People with special needs require special services tailored to meet their needs. This requires designing and delivering age appropriate services and materials, being able to communicate with non-English speaking users, and taking or sending materials to those who cannot come into branches or who cannot use conventional materials.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Cost per patron served by outreach services	\$4.59 78,840	\$4.86 78,840	\$4.86 78,840	\$5.10 78,840
Percent of day care centers served by Library Day Care Services	30%	NA	26%	24%
Number of contacts with children and teens through specially targeted programs outside of the library	35,090	NA	43,000	50,000
Number of contacts with teens through specially targeted library programs held in libraries	6,000	NA	7,500	10,000

Significant Changes	FTE's	Dollars
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Budget changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Sheriff's Office

Sheriff's Office

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Division	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Sheriff's Office				
Services Branch				
Enforcement Branch				
Corrections Branch				
Total Costs				

	1992-93	1993-94	1993-94	1994-95
Staffing by Division	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Sheriff's Office				
Services Branch				
Enforcement Branch				
Corrections Branch				
Total Staffing				

Sheriff's Office

Sheriff's Office

Description

The Sheriff's Office establishes policy and operational direction for the agency. The Sheriff's Office provides scheduling and staff support for the elected Sheriff, liaison to the news media, and employee counseling through the Chaplain and peer support program. Through the Inspections function, the Office of the Sheriff investigates complaints against its members and examines procedural guidelines to ensure implementation and adherence.

Action Plan

Significant Changes

FTE's

Dollars

Sheriff's Office

Sheriff's Office

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Sheriff's Office				
Internal Affairs & Inspections				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Sheriff's Office				
Internal Affairs & Inspections				
Total Staffing				

Sheriff's Office

Sheriff's Office

Sheriff's Office

Description

The Sheriff's Office, through the elected Sheriff, provides policy direction for the operation of the law enforcement, corrections, and services branches of the agency and interacts with outside agencies which impact the Office. The Sheriff's Office is responsible for the scheduling the Sheriff's time, providing public information liaison to the media, and counseling services through its chaplain and peer support program to agency employees.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Internal Affairs & Inspections

Sheriff's Office

Sheriff's Office

Description

The Internal Affairs and Inspections Unit is responsible for ensuring that the integrity of the Sheriff's Office is maintained and the operational and administrative policies and procedures of units and individuals conform to Sheriff's Office rules, regulations and existing laws; the audit and inspections processes ensure resources of the Sheriff's Office are utilized in the most efficient manner. The unit: investigates complaints of misconduct of Sheriff's Office employees; inspects personnel, equipment and facilities under the Sheriff's Office responsibility for adherence to standards; conducts audits of unit fund accounts and equipment; performs special activities directed by the Sheriff.

The unit is accountable for the State Public Records' Law which requires records of sustained Internal Affairs cases with discipline imposed to be maintained in perpetuity; Federal laws require complaints alleging violations of Title VII of the Civil Rights Act of 1964 and the Americans with Disabilities Act be investigated.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of Harassment-Discrimination Investigations Completed within 35 days	NA	NA	80%	80%
Facility Inspections	5	0	5	10
Percent unsatisfactory	NA	NA	22%	15%

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Enforcement Branch

Sheriff's Office

Description

The Enforcement Branch attempts to provide a safe and secure environment in which people can realize and enjoy a quality of life as free from crime as possible. The Enforcement Branch is responsible for the protection of life and property and the enforcement of the Oregon Criminal Code and pertinent County Ordinances. The Enforcement Branch provides uniform and marine patrol, investigative services, narcotics enforcement, drug education programs, response to hazardous materials incidents, truck safety inspections, specialized drunk driving enforcement, community based enforcement programs, service of civil process and participates in various multi-agency task forces.

Crime, either real or perceived, is a growing concern of our communities and the Enforcement Branch is dedicated to reducing crime and restoring the confidence of our communities in the quality of life in Multnomah County. The quality of life is diminishing due to the fear of the real or perceived increased violence in our communities.

Action Plan

Significant Changes

FTE's

Dollars

Enforcement Branch

Sheriff's Office

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Branch Management				
Community Policing				
Drug Abuse Resistance Education				
Investigations				
Patrol				
Motor Carrier Enforcement				
Hazardous Materials Response				
Community & Support Services				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Branch Management				
Community Policing				
Drug Abuse Resistance Education				
Investigations				
Patrol				
Motor Carrier Enforcement				
Hazardous Materials Response				
Community & Support Services				
Total Staffing				

Branch Management

Enforcement Branch
Sheriff's Office

Description

Enforcement Branch Management is responsible for developing policy, assignment of resources and oversight of all Enforcement Branch functions. Branch Management ensures program objectives are achieved by continuous review of various operational functions.

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Community Policing

Description

The purpose of the Community Policing Program is to reduce crime in specified areas of the county, reduce the fear of crime and increase the quality of life for residents in those areas. The Program is responsible for long term community problem solving, community partnership building, empowerment of residents and law enforcement. The Program performs a variety of law enforcement and human service activities including (but not limited to) coordinating youth activities, school resource officers, implementing integrated human service delivery systems and narcotics investigations.

The program addresses problems associated with dysfunctional families, a variety of neighborhood liveability issues, at-risk youth, the elderly, and empowerment of ethnic or racial minorities in human service and law enforcement delivery. Crime rate trends reported by the Uniform Crime Reports (UCR) indicate that the overall crime rate is rising.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Contacts with at risk youth	1295	1000	1000	1500
Number of deputies/officers	8	6	6	8
Contacts per officer	162	167	167	188
Telephone Reassurance Service (# of persons served)	NA	N/A	20	50
Victim Call Back Program (# of calls)	376	500	500	600

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Drug Abuse Resistance Education (DARE)

Enforcement Branch
Sheriff's Office

Description

D.A.R.E. is a police officer led series of classroom lessons that teach children in grades K-12 how to resist pressure to experiment with drugs and alcohol. Law enforcement has a responsibility to equip our children with the skills to recognize (and resist) the subtle and overt pressures (peers, advertising media, low self-image) that leads to drug abuse. A certified D.A.R.E. officer spends one day each week for 17 weeks per class, teaching 5th graders the D.A.R.E. program and visiting the other grades with personal safety lessons. The local D.A.R.E. program targets students when they are most vulnerable to the tremendous peer pressure to try drugs and alcohol, providing them with accurate information, alternatives to alcohol and drugs, decision making skills, and recognizing the consequences of their behavior. The problem remains a major reason 25% of Oregon students fail to finish high school.

The D.A.R.E. program operates under a franchise agreement with the Los Angeles Police Department.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of 3 year DARE graduates responding positively to survey	NA	90%	90%	90%
Schools	32	32	32	39
Fifth Graders	2,204	2,250	2,250	2,725
Other Students	11,654	12,000	12,000	14,800
Total Students	13,858	14,250	14,250	17,525
Percent of DARE budget raised by corporate or individual gifts	104.28%*	6.85%	6.85%	12.50%

* Note: DARE Deputies not included in budget. They are included in subsequent years.

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Investigations

Description

Investigations includes the Detective, Intelligence and Special Investigations units, which conduct major investigations to interdict person, property and vice crimes, narcotics and illicit drug trafficking and child abuse. These units are responsible for person and property crime investigations in the unincorporated areas of Multnomah County and street and mid-level drug investigations in an interjurisdictional context with cities (which generates both criminal and civil (forfeiture) cases). The Multi-Disciplinary Team (MDT) detectives investigate child abuse as part of a regional response to this issue. In addition to criminal investigations, these officers perform intelligence gathering, drug interdiction, drug abuse and demand reduction education for middle and high school students in the Portland metropolitan area.

The program addresses the ongoing need to interdict crime in an effective and efficient manner. Driven by drug abuse, all crime, especially property crime, remains high with 535 reported offenses per 10,000 Oregonians in 1992.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Person Crimes	453.8	475	475	300
Property Crimes	121.1	130	130	130
Total Index Crimes	165.7	190	190	175
Drug Interdiction (8 FTE)				
Search Warrants	82	85	85	90
Felony Arrests	282	300	300	350
Street Value/Drugs Seized	6,498,986	7,000,000	7,000,000	7,000,000

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Enforcement Branch
Sheriff's Office

Patrol

Description

Patrol Officers respond to calls for service on a 24 hour per day basis, seven days per week, detect and arrest drunk drivers, and provide law enforcement and marine safety services on the waterways. Deputies are responsible, by law, to provide first responder services to victims of crimes and arrest those persons committing crimes. Patrol Deputies maintain high visibility in marked patrol vehicles creating a feeling of safety while promoting crime prevention, provide traffic enforcement and investigation of many types of crimes and contractually provide marine enforcement and educational services.

Patrol Deputies responded to more than 17,000 calls for service in 1992-1993, made 596 drunk driver arrests and conducted more than 3920 boat enforcement activities. The need for law enforcement continues to expand because the Columbia River Gorge National Scenic area attracts an estimated 3 million visitors per year, there is an ever increasing number of boats in the tri-county area who use the Willamette and Columbia Rivers, and alcohol related traffic incidents continue at a serious pace.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Average Response Time (min)				
Rural & Westside	15.8	15.8	15.8	12.5
Mid County Suburban	5.8	5.5	5.5	10.5
Arrests for Driving Under Influence				
Total DUI Arrests	596	600	600	300
Non DUI Off. Arrests	435	450	450	200
DUI Off. Arrests	161	150	150	100
Arrests per DUI Off.	161	150	150	100
Percent of inspected boats that are issued citations	14.7	11.0	11.0	12.0

Significant Changes

FTE's Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

PUC Enforcement/Hazardous Materials Response

Enforcement Branch
Sheriff's Office

Description

The PUC Enforcement/Hazardous Materials Response Unit, through performing commercial vehicle inspection and responding to hazardous materials incidents (in collaboration with the Multnomah County Office of Emergency Management), enhances the community's health and life safety. The unit is responsible for commercial vehicle safety inspections, responding to and stabilizing hazardous materials (chemicals), hazardous devices (explosives); and radiological (nuclear) incidents and fatal accident investigation. The unit inspects commercial vehicles, responds to hazardous materials (chemical) and devices (explosives); as well as radiological (nuclear) incidents; the team also investigates and prepares cases for trial resulting from fatal accidents. The Unit operates under a contract with the Oregon State Dep't of Transportation for 2,700 commercial inspections, intergovernmental agreements with the City of Gresham and the Oregon State Fire Marshal for hazardous materials response, and the City of Portland for hazardous devices response.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Hazardous Materials Responses	15	15	15	15
Level I Inspections/Officer	686.0	472.5	472.5	472.5
Level II Inspections/Officer	0	202.5	202.5	202.5
Inspection Revenue/Officer*	\$26,743	28,553	28,553	28,553

*Revenue is from inspections, not fines.

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Community & Support Services

Enforcement Branch
Sheriff's Office

Description

The Community & Support Services Program provides support to other Sheriff's Office functions, the courts, other criminal justice agencies, and the public. Units are responsible to perform activities and maintain records in compliance with federal, state, and local statutory requirements. The Units within this Program consist of Civil Process, Law Enforcement Records, Concealed Weapons, and Alarm Administration, whose services include: serving of "notice process" and "enforcement" court orders, conducting asset forfeiture auctions, processing police reports, performing computerized background searches, statistical reporting, processing impounded vehicles, issuing/renewing/cancelling alarm permits, issuing/renewing/cancelling concealed weapon permits, processing enormous volumes of correspondence, and dealing first hand with the public.

Three of these units perform countywide services for a growing Multnomah County population. The service need is expanding concomitantly.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Process served per deputy per month	160	164	170	175
Percent of process returned to plaintiff unserved.	21.40%	20.82%	18.00%	16.00%
Concealed handgun licenses				
# of licenses	3,057	2,975	2,640	2,850
FTE	4	3	3	3
Licenses per FTE	764	992	880	880
False Alarm Reduction				
False Alarms	21,991	21,026	20,816	20,608
Alarm permits	35,089	36,663	37,801	38,800
False Alarms per Permit	.63	.57	.55	.53

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

Services Branch

Sheriff's Office

Description

The Services Branch is responsible for the centralized delivery of support services to the Sheriff's Office through personnel services, planning and research activities, mainframe and personal computer support, office automation, and equipment acquisition and distribution. It is responsible for recruiting and hiring personnel within the agency, training personnel, writing and monitoring the budget, developing new programs, strategic and operational planning, contract administration, accounts payable and receivable, office automation services, and computer analysis, acquisition and installation.

Action Plan

Significant Changes

FTE's

Dollars

Services Branch

Sheriff's Office

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Branch Management				
Administrative Services				
Personnel & Training				
Equipment & Training				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Branch Management				
Administrative Services				
Personnel & Training				
Equipment & Training				
Total Staffing				

Branch Management

Services Branch
Sheriff's Office

Description

Services Branch Management is responsible for developing information obtained through interaction with the Sheriff and his staff and various community and business groups; and providing feedback for coordination of the activities in the Administrative Services, Personnel & Training, and Equipment & Property Programs. The Services Branch Chief Deputy acts as a representative of the Sheriff both internally and externally to the agency in identifying trends, changes in policy, and in relationships with other agencies and community groups.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Administrative Services

Services Branch
Sheriff's Office

Description

The Administrative Services activity within the Services Branch provides a centralized support function to the Administrative management of the Sheriff's Office and the activity is responsible for budget preparation and fiscal monitoring, strategic and operational planning, development, acquisition, and maintenance of computer systems, and word processing and communications support. The Administrative Services activity prepares the annual budget, tracks expenditures, prepares accounts payables and receivables, purchase orders and other payment documents, reconciles funds, monitors 199 agency contracts, maintains the agency's centralized files, gathers and analyzes statistical data, analyzes computer system needs, researches, purchases and installs computer hardware and software, coordinates mainframe system needs with ISD, provides word processing support and coordinates communications services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Contract processing time (days)	58.04	51.92	51.92	45.00
Payment vouchers processed per FTE	1,963	2,080	2,080	2,080
Requests from users for computer services	N/A	1,500	1,500	1,600
Per 2.0 FTE	N/A	750	750	800
# of Word Proc pages per month per FTE	250	250	250	250

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Personnel & Training

Services Branch
Sheriff's Office

Description

The unit is responsible for administering the Sheriff's Office personnel/payroll and training programs; formulating and recommending policies and procedures. Work activities include training for nearly 750 employees of the Sheriff's Office and other agencies; filling and maintaining budgeted positions-- including screening applications, writing/conducting and scoring interviews/testing, performing background investigations, and scheduling medical and other evaluations; recruitment activities; maintaining and updating employee files; managing all related functions including health and benefits matters, using the automated payroll system (SOTARS), tracking workers' compensation claims including return-to-work approvals; contracting for medical and psychological services; dealing with contractual and labor relations issues by meeting and working with managers to identify problems, arranging meetings with union representatives, responding to grievance issues, serving on negotiating teams, etc.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Time (in days) to fill vacancies	70	123	60	90
Background Investigations				
Corrections Officers	47	29	50	50
Deputy Sheriffs	14	37	40	40
Non-sworn staff	68	234	100	100
Temporary employees	31	24	30	30
Per 2 FTE	80	162	110	110
Total # of SO employees per staff FTE	178	186	247	200
Training Hours per employee				
Corrections Officers	NA	NA	8	10
Deputy Sheriffs	NA	NA	35	40
Non-sworn staff	NA	NA	2	2

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Equipment & Property Control Unit

Services Branch
Sheriff's Office

Description

The unit is responsible for purchasing, delivery and payment of equipment and supplies; storing surplus and evidence property; storage and disposal of surplus and evidence property; and maintaining police vehicles in a state of readiness. Personnel supply and equip the five jails and two noncustody programs, patrol and investigative units and support units of the Sheriff's office.

During FY 1992-93 the equipment unit met the needs of the Sheriff's office for equipment and supplies by processing 440 limited purchase orders, 356 requisition forms, 375 print and stores requests, transported 1840 vehicles to fleet for repairs, and handled 2,368 requests for service. The need for equipment and supplies and storage space is increasing each year.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Evidence handling & Storage	\$30,443	26,606	26,606	25,940
Cost (wages)	1.0 FTE	0.80 FTE	0.80 FTE	0.75 FTE
Cost per purchase	\$11.41	12.25	12.25	12.74
Vehicle Repair Transport (cost per transport)	NA	\$76.6	\$76.6	79.65
# of transports	NA	450	450	500
Wages	NA	\$34,468	\$34,468	39,826

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

Corrections Branch

Sheriff's Office

Description

The purpose of the Corrections Branch is to provide correctional supervision and services within Multnomah County.

The Corrections Branch is responsible for maintaining order, control, discipline, and safe environments in the County's correctional facilities and programs, and assisting in prisoners' return to the community by addressing offending behavior and by making corrective services available. The Corrections Branch consist of the following activities: branch management, jail facilities in the downtown Justice Center, Courthouse and the Restitution Center, jails at Troutdale and Inverness; booking & release; inmate work crews; property; commissary and equipment; warrant and detention records; facility security (including the Courthouse and Central Library); court guards and prisoner transport; offender classification; corrections counselors; and, non custody supervision.

The facilities and programs are managed in compliance with national standards and are nationally accredited. The Branch Management cooperates closely with other criminal justice agencies and contributes to the effectiveness and development of the Criminal Justice System.

Action Plan

Significant Changes

FTE's

Dollars

Corrections Branch

Sheriff's Office

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Branch Management				
Detention Center (MCDC)				
Corrections Facility (MCCF)				
Courthouse Jail (MCCJ)				
Inverness Jail (MCIJ)				
Restitution Center (MCRC)				
Booking & Release				
Inmate Work Crews				
Property/Commissary/Laundry				
Warrant & Detention Records				
Facility Security				
Court Guards				
Prisoner Transport				
Offender Classification				
Corrections Counselors				
Non Custody Supervision				
Total Costs				

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Branch Management				
Detention Center (MCDC)				
Corrections Facility (MCCF)				
Courthouse Jail (MCCJ)				
Inverness Jail (MCIJ)				
Restitution Center (MCRC)				
Booking & Release				
Inmate Work Crews				

1994-95 Proposed Budget

Corrections Branch

Sheriff's Office

Property/Commissary/Laundry
Warrant & Detention Records
Facility Security
Court Guards
Prisoner Transport
Offender Classification
Corrections Counselors
Non Custody Supervision
Total Staffing

Branch Management

Corrections Branch
Sheriff's Office

Description

The purpose of the Corrections Branch Management is to provide direction, coordination, oversight, improvement, and innovation to the provision of correctional supervision and services within the Sheriff's Office. Branch Management is responsible for the maintenance of order, control, discipline, and safe environments in the County's correctional facilities and programs. Branch Management also develops and manages private contracts for necessary services within the branch and oversees the utilization of community volunteers throughout the correctional system.

These responsibilities must be accomplished while fulfilling all legal requirements as noted in the U.S. Constitution, State Law, Correctional Case Law, and Federal Court Orders. The facilities and programs are managed in compliance with national standards and are nationally accredited.

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Detention Center (MCDC)

Description

MCDC is a 430-bed maximum security adult correctional facility located in the downtown Justice Center. MCDC provides security, control, custody, and supervision of county, state and federal prisoners. MCDC operates under comprehensive written policies and procedures governing inmate feeding, clothing, recreation, medical treatment, classification, safety, hygiene, program services, visitation, mail, and court access.

MCDC addresses the need for available jail space in Multnomah County. This need is projected to increase as the region's population grows and law enforcement agencies respond to increase in crime.

MCDC must comply with Oregon Revised Statutes ORS 169.076 governing the operation of local correctional facilities and is operating under a Federal court consent decree limiting the facility's population.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Facility Damage per inmate	.072	.039	.046	.051
Major Incidents per inmate	.049	.058	.056	.051
Per Diem Cost: Inmate Housing	N/A	N/A	*	*

* Note: Per Diem Housing Cost study completed during 1993-94.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Corrections Facility(MCCF)

Description

MCCF is a 190-bed medium security adult local correctional facility located in Troutdale and operated by the Multnomah County Sheriff's Office. MCCF provides security, control, custody, and supervision of county prisoners. MCCF operates under comprehensive written policies and procedures governing inmate feeding, clothing, recreation, medical treatment, classification, safety, hygiene, program services, visitation, mail, and court access.

MCCF addresses the need for available jail space in Multnomah County. This need is projected to increase as the region's population grows and law enforcement agencies respond to increase in crime.

MCCF must comply with Oregon Revised Statutes (169.076) governing the operation of local correctional facilities.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Facility Damage per inmate	.037	0	.021	.021
Major Incidents per inmate	.021	.016	.021	.021
Per Diem Cost: Inmate Housing	NA	NA		

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Courthouse Jail (MCCJ)

Description

MCHJ is a 70-bed medium security adult local correctional facility located in the Multnomah County Courthouse in downtown Portland and operated by the Multnomah County Sheriff's Office. MCHJ provides security, control, custody, and supervision of county prisoners. MCHJ operates under comprehensive written policies and procedures governing inmate feeding, clothing, recreation, medical treatment, classification, safety, hygiene, program services, visitation, mail, and court access.

MCHJ addresses the need for available jail space in Multnomah County. This need is projected to increase as the region's population grows and law enforcement agencies respond to increase in crime.

MCHJ must comply with Oregon Revised Statutes (169.076) governing the operation of local correctional facilities, and is operating under a Federal court consent decree limiting the facility's population.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Facility Damage per inmate	.028	0	.014	.014
Major Incidents per inmate	.043	.014	.028	.028
Per Diem Cost: Inmate Housing	NA	NA		

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Inverness Jail (MCIJ)

Description

MCIJ is a 514-bed medium security adult local correctional facility located in Northeast Portland and operated by the Multnomah County Sheriff's Office. MCIJ provides security, control, custody, and supervision of county prisoners. MCIJ operates under comprehensive written policies and procedures governing inmate feeding, clothing, recreation, medical treatment, classification, safety, hygiene, program services, visitation, mail, and court access.

MCIJ addresses the need for available jail space in Multnomah County. This need is projected to increase as the region's population grows and law enforcement agencies respond to increase in crime.

MCIJ must comply with Oregon Revised Statutes (169.076) governing the operation of local correctional facilities.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Facility Damage per inmate	.003	0	.003	.003
Major Incidents per inmate	.010	.002	.006	.006
Per Diem Cost: Inmate Housing	NA	NA		

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

Restitution Center (MCRC)

Description

MCRC is a 120-bed minimum security adult local correctional facility located in the former Rajneesh Hotel in downtown Portland. MCRC is operated by the Multnomah County Sheriff's Office as an adult residential work release center. MCRC provides security, control, custody, and supervision of sentenced county prisoners. MCRC operates under comprehensive written policies and procedures governing inmate feeding, clothing, recreation, medical treatment, classification, safety, hygiene, program services, visitation, mail, and court access.

MCRC addresses the need for available jail space in Multnomah County. This need is projected to increase as the region's population grows and law enforcement agencies respond to increase in crime.

MCRC must comply with Oregon Revised Statutes (169.076) governing the operation of local correctional facilities and work release centers.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Facility Damage per inmate	.022	.011	.022	.022
Major Incidents per inmate	.122	.077	.111	.100
Per Diem Cost: Inmate Housing	NA	NA		

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

Booking & Release

Description

Booking & Release serves as Multnomah County's central booking unit, located in the downtown Justice Center. Booking & Release is responsible for accepting new prisoners, transferring inmates between other correctional facilities, and releasing prisoners eligible for release. Its activities include receiving all new prisoners, inventories and receipts of inmate money and property, conducting a search of each new prisoner to prevent the introduction of contraband, providing an initial medical screening, photographing and fingerprinting, providing inmate clothing and bedding, and providing secure transportation of prisoners between facilities.

Booking & Release addresses the problem of increased arrests (i.e. bookings), increased inmate movement between state, local and other Multnomah County facilities, and increased releases due to population overcrowding.

Booking & Release must comply with Oregon Revised Statutes governing the operation of local correctional facilities and is operating under terms of a Federal court consent decree.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Annual bookings per FTE	1,911	2,090	2,150	2,343
Annual bookings per violations of Federal Consent Decree	NA	Being collected		
Annual bookings per assaults & injuries to staff	NA	Being collected		
Per Diem Cost: Inmate Housing	NA	NA		

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

Inmate Work Crews

Description

The Inmate Work Crew Unit provides work skills to inmates sentenced to county jail time and provide a service to the community at a reduced cost. Inmate work crews perform community public work projects, maintain and repair some Multnomah County facilities, provide adult and juvenile corrections laundry, and refurbish tax foreclosed properties.

Inmate work crews meet a two-fold need: to provide public works at a reduced cost and to provide restitution as a criminal justice sanction. Inmate laborers provided 80,616 hours of community labor in 1992; at State minimum wage, this labor was worth in excess of \$382,926. The need for this type of inexpensive public work constantly increases.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Cost per pound of laundry	NA	\$0.15 to 0.17	0.15 to 0.17	0.15 to 0.17
Net value added to refurbished properties	NA	\$60,000	100,000	240,000
Net cost of inmate work crew program	NA	NA	Being developed	

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Property/ Commissary/Laundry

Corrections Branch
Sheriff's Office

Description

The Property Unit is charged with the proper and safe handling of inmate property and money to prevent loss or damage until the inmate is released. In accordance with state law (ORS 133.455, 169.076), the Property Unit must ensure accuracy in the receipt/deposit of all inmate funds and the prompt release of inmate funds when authorized.

The Laundry Unit provides clean clothing and bedding to all inmates housed in all Multnomah County correctional facilities (including the Juvenile detention center) in accordance with Oregon statutes.

The Commissary Unit provides all inmates an opportunity to purchase commissary items twice weekly. The Unit provides some essential hygiene items at no cost to indigent inmates.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Claims for lost inmate property or cash	NA	15	15	10
Number of valid inmate complaints per day regarding errors in commissary orders	NA	3--4	3-4	2-3
Laundry cost per pound	NA	\$0.15-0.17	0.15-0.17	0.15-0.17

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Warrant & Detention Records

Corrections Branch
Sheriff's Office

Description

The Detention & Warrant Records Unit processes and maintains warrant, custody, transport and release information on all persons booked, detained or wanted in Multnomah County. The unit continually interacts with numerous computerized criminal justice databases containing judicial and criminal information. The unit processes approximately 33,000 warrants per year and 34,000 bookings, including a video image of each inmate. Unit staff assist attorneys, inmates, family members of inmates, general public and criminal justice staff in person, over the phone and via radio/teletype communications.

Accurate and timely processing of information is critical to the overall jail operation and has a direct effect on timely release, lawful detention/arrest and police officer safety.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Timely warrant processing				
Violent felony	NA	NA	24 hours	24 hours
Other felony	NA	NA	10 days	15 days
Misdemeanor	NA	NA	45 days	70 days
Tort claims investigations	NA	77	96	115.2
Percentage of correct booking entries	NA	NA	96%	94%

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Facility Security

Description

The purpose of the Facility Security Unit is to ensure the safety and security of designated County buildings, particularly the Multnomah County Courthouse and the Justice Center. The unit is responsible to control access to these building by screening persons seeking admittance, and by excluded or removing persons who are unruly, threatening, or unlawfully armed with a weapon. The unit is also responsible for accepting bail for prisoners, screening jail visitors, and monitoring fire alarms and "panic" alarms installed in court rooms.

The need for increased courthouse security is a chief concern of judges and the public. The unit faces an increasing number of disruptive, inebriated or mentally unstable persons seeking access to the facilities.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Facility exclusions per year	NA	41	45	50
Crime reports per year	NA	41	45	50
Arrests per year	NA	19	21	23
Courtroom "stand bys" per year	NA	402	440	480

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Court Guards

Description

The purpose of the Court Guards Unit is to provide secure movement of persons from custody to court, to maintain safety and security in the court room, and to safely return the person to custody. The unit is responsible for booking persons remanded to custody from court, assisting Facility Security Officers with back-up help as needed, and providing law enforcement services as required.

The unit addresses the increasing need for court security, in the face of a steady increase in prisoner court appearances. In 1984, the unit consisted of 14 deputies, who handled 2,637 prisoner court appearances. By 1992, the number of deputies increased by 50% to 21; but the number of prisoner court appearances more than quadrupled to 11,899. This problem is projected to grow worse.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Prisoner court appearances per FTE	487	566	583	667
Armed "stand by" in court rooms	136	NA	215	230

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Transport

Description

The Transport Unit provides transportation of prisoners between Multnomah County correctional facilities, and between Multnomah County and other jurisdictions throughout the state and the United States. The unit is responsible for the safe and secure transportation of prisoners as required by extradition orders, warrants, Interstate Agreements and Governor's warrants. The unit also provides special transport and security of inmates for medical appointments outside the jail, and special transport and security of adult inmates who must appear at Juvenile Court.

The unit addresses the continuing need for safe, secure, and timely transportation of adult inmates within, to and from Multnomah County. This need is projected to increase.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Transports per year per FTE	5,106	6,098	6,700	7,400
Percent of transports to jurisdictions outside Multnomah County	14.3%	12.5%	10.0%	8.5%
Impact of video teleconference technology on Transport Unit	NA	NA	Being Developed	Being Developed

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

Classification

Description

The purpose of classification is to reduce the danger and cost of holding inmates, release the least dangerous, and provide system feedback for planning and modification. Staff are responsible for assessing inmate risk, controlling inmate movement, providing due process hearings, and complying with Federally mandated population release guidelines. Staff monitor and adjust a release risk score on all booked inmates, interview and assess inmates ability to safely comply with conditions of various security classifications, control movement to the facilities and security levels within facilities, administer and record due process hearings for inmate rule infractions, sanction offenders to enhance staff control and encourage inmates to cooperate, and release the lowest risk offenders when the combined jail count reaches its established cap.

Approximately 2500 inmates are booked into jail each month. Separating those who represent a safety and security risk to staff, each other, or themselves is what enables the office to manage safe and cost effective minimum and medium security facilities. Gathering information about these inmates and their needs (educational, A&D, housing, etc.) enables forecasting of jail and program adjustments. Incidents of major rule violations exceed 4,000 annually and require individual due process hearings. Population releases are federally mandated and are necessary for 5-10% of inmates booked.

The activity is required by Federal court order (Jordan v. Multnomah County), the U.S. Constitution, and corrections case law.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% of major incidents which occur at MCDC per total major incidents.	UNK	80%	80%	80%
Incidents of disruption per inmate classified	UNK	15%	15%	15%
Disciplinary hearing appeals sustained	NA	4%	4%	4%
Number of population releases booked on new person-to-person crimes within 60 days of release.	NA	NA	5%	5%
Number of days population cap was exceeded	NA	0	0	0

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Facility Counselors

Corrections Branch
Sheriff's Office

Description

The mission of the Counseling Unit is to educate and develop the skills of offenders to decrease the likelihood of further criminal justice involvement, while enhancing the safety and security of the facility and the community. The Counseling Unit provides liaison services between offenders and judges, criminal justice/social service/immigration representatives; individual counseling, crisis intervention, release screening, pre-release planning and community treatment referrals; group counseling in various life skills areas; federal court mandated education, general library and law library services; and for community work crews, job search and work release.

In 1992, there were 31,429 offenders booked into jail, a 10% increase from 1991. Increased bookings mean an increased demand for this unit's services.

Counseling Unit services are legally mandated, required by portions of the U.S. Constitution's First Amendment; the overall conditions of confinement imposed by federal courts; the consent decree between U.S. District Court and Multnomah County; and by Oregon Revised Statute 137.520.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Offender participation & successful completion of ABE/GED testing	1,408 89%	1,731 86%	1,957 89%	2,211 88%
Life Skills Group				
Total number of offenders	7373	6739	7102	7450
Group sessions held	1250	1112	1190	1250
Destructive Incidents				
Suicides	0	0	1	0
Assaults	106	76	86	81
Number of Counseling Unit	25,595	33,042	30,880	32,424

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Non-Custody Supervision

Description

Non-custody Supervision, consisting of Close Street and furlough Release programs, provides structured supervision within the community for pretrial and sentenced inmates. This unit is responsible for seeing that clients comply with conditions of release established by the courts and the program staff. Staff investigates, interviews, checks references, and conducts home and work site visits on program clients to ensure compliance.

Non-custody Supervision addresses two related problems simultaneously. First, the release of screened inmates creates needed bed space for use by more dangerous and violent offenders. Second, Non-custody Supervision permits eligible program clients to continue to work, attend education, training and needed treatment programs, and maintain family and community contact and support. Due to expected increases in the inmate population, there will be an increased need for these services. The program enhances community safety by providing supervision and increased jail capacity. The program is part of the Corrections Plan to manage jail population that was submitted to the Federal Court as part of the Consent decree.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of successful completions	NA	79%	79%	79%
Percent of clients arrested for new crime while under supervision	NA	3%	3%	3%
Savings from non custody supervision	NA	Being developed		

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Community Corrections

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Administration
Client Treatment & Services
Sanctions & Diversion
Integrated Service Districts
Total Costs

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Administration
Client Treatment & Services
Sanctions & Diversion
Integrated Service Districts
Total Staffing

1994-95 Proposed Budget

Administration

Community Corrections

Description

Administration provides central administrative support for the department and administers the management information system in coordination with the State Department of Corrections.

Major responsibilities include: fiscal management, payroll/personnel oversight, budget development, expenditure projections, training coordination, evaluation, contract development and oversight, development and maintenance of the computer case management system.

Action Plan

Significant Changes

FTE's

Dollars

Administration

Community Corrections

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Director's Office				
Administrative Services				
Program Dev & Eval Mgmt				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Director's Office				
Administrative Services				
Program Dev & Eval Mgmt				
Total Staffing				

Director's Office

Administration
Community Corrections

Description

The Director's Office is responsible for providing overall management and coordination of the Department's activities with both state and federal agencies.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Administrative Services

Administration
Community Corrections

Description

The Administrative Services provides central administrative support for the Department and administers the management information system in coordination with the state Department of Corrections. Major responsibilities include: fiscal management, payroll/personnel oversight, budget development, expenditure projections, and training, development and maintenance of the computer case management system.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of payroll dedicated to training	0.5%	0.5%	0.5%	1.0%
Percent supervised cases actively paying supervision fees			31%	

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

Program Development & Evaluation Management

Administration
Community Corrections

Description

This component of Department Administration coordinates the development and evaluation of community corrections programs and manages contract services. Responsibilities include: (1) offender needs assessments; (2) policy analysis; (3) grant writing; (4) preparation of Biennial Plans and Annual Reports for the State of Oregon; (5) evaluation of program impacts and coordination of outside evaluators; (6) development of contracts with community agencies; (7) contract monitoring (including quarterly site reviews); (8) monthly contract services meetings for contract agency and Department staff; and (9) technical assistance for contractors. Staff serve on a variety of state and county advisory committees, program committees, and task forces to assist in the development of an integrated system for the delivery of human services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
User satisfaction	N/A	3.02	N/A	3.25
Client Satisfaction	N/A	N/A	N/A	N/A

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Diagnostics

Community Corrections

Description

The Diagnostic Center works with all agencies in the criminal justice system in order to provide complete and accurate information on offenders for the Board on Parole and Post Prison Supervision, the Courts and the Field Services Division. The Department uses presentence investigations, alcohol and drug evaluations, psychological evaluations, parole and probation hearings, probation intakes and referrals, pretrial supervision and recognizance interviews to obtain information on offenders.

In completing the above-noted investigations, evaluations and functions, the department identifies offender needs as they enter the criminal justice system. The processes assist in identifying those offenders who most need and deserve incarceration, those that need specific treatment(s), and those that need a combination of interventions to allow them to eventually return to the community and to live as harmoniously as is possible within their environment.

State Statutes, State Department of Corrections guidelines and Board on Parole and Post Supervision Rules impact when and how the department performs presentence investigations, parole and probation hearings, recommendations regarding supervision, incarceration, and actions taken in imposing sanctions.

Action Plan

Significant Changes

FTE's

Dollars

Diagnostics

Community Corrections

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Diagnostic Management				
Probation Intake				
Presentence Investigation				
Evaluations				
Hearings				
Pretrial Services				
Total Costs				

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Diagnostic Management				
Probation Intake				
Presentence Investigation				
Evaluations				
Hearings				
Pretrial Services				
Total Staffing				

1994-95 Proposed Budget

Diagnostic Management

Diagnostic

Community Corrections

Description

The Diagnostic management staff is responsible for overseeing areas of probation and parole hearings, probation intakes, presentence investigations, alcohol and drug evaluations and pretrial/recognizance. The staff provides information to not only the Department but to other agencies in the criminal justice system through the documents and supervision provided in the aforementioned areas.

This program addresses the offender's needs or problems as well as issues surrounding community safety. This program becomes more important as the numbers of offenders being referred and the complexity of their needs and problems continues to increase.

Local discretion is limited by State laws, State Department of Corrections guidelines, and Board on Parole and Post Prison Supervision Rules.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Probation Intake

Diagnostic
Community Corrections

Description

The purpose of Probation Intake is to sign up individuals for formal probation who have been sentenced by the court. Probation Intake is responsible for fostering a consistent flow of probation cases from the courts to the Community Corrections district offices. As a part of Community Corrections, it is also responsible for assisting in the protection of the community and rehabilitation of the probationer. This is accomplished through the identification of client needs and problems, appropriate referrals to community providers, and assisting the probationer in meeting the conditions of the court.

By using a centralized intake unit, a higher number of new probationers can be directed to the appropriate sanctions and services in a shorter period of time after sentencing. This should result in faster interventions, more proactive client supervision, and fewer clients "getting lost" in the system.

The Board of Parole and Post-Prison Supervision, Oregon State statutes, and intergovernmental agreements with the Oregon State Department of Corrections all influence how Multnomah County Community Corrections conducts business.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Improve client caseload distribution				
Streamline client referrals				
Eliminate service duplication				

Significant Changes

FTE's Dollars

Budget Changes

Staffing Level
Costs
Program Revenue
Net Revenue Required

1993-94 Adopted	1994-95 Budget	Change
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Presentence Investigation

Community Corrections

Description

The purpose of the Presentence Investigations Unit is to provide, at the direction of the court, a full written investigation on the circumstances of a criminal offense, a defendant's criminal record, social history and his or her present condition and environment.

The foregoing is specifically intended to provide sentencing alternatives and recommendations to the court, based on an assessment of community public safety needs, opportunities for the offender in the community, and rights and interests of any victims.

The process is intended to assist in stretching corrections resources, achieve consistency in sentencing decisions, allow victim's considerations to be brought before the court prior to sentencing and to present options that permit offenders an opportunity to achieve positive changes in the community, through integrated treatment and supervision strategies.

Presentence Investigations are regulated by ORS 137.530 and related statutes.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Enhance tracking process				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted1994-95
BudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Evaluations

Description

The purpose of the Evaluations unit is to conduct accurate chemical dependency evaluations for offenders in a timely manner. Its main responsibilities include identifying the degree of the individual's problems, developing the appropriate treatment recommendations, and assisting the courts with appropriate sentencing.

The courts refer a large number of probationers to submit to alcohol and drug evaluations as one of the conditions of their probation. The evaluation unit attempts to meet the needs of the court as well as foster the rehabilitation of chemically dependent DCC clients.

The unit must comply with federal confidentiality laws. It serves as one element in the continuation of rehabilitative services to DCC clients.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Meeting PO case management needs				
Improve client referral process				
"Timely manner" is mentioned above, can it be measured?				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Hearings

Diagnostic
Community Corrections

Description

The purpose of the Hearings unit is to conduct timely hearings with parolees and probationers accused of violations of supervision conditions. The Hearings unit also provides an oversight and data gathering role in the implementation of Oregon law regarding structured sanctions.

The unit receives violation reports from parole and probation officers around the state. The unit conducts hearings on violations contained in reports according to standards established by federal court mandates, interstate compact agreements, state law, and administrative rules regarding methods, timeliness, and records maintenance.

Hearings officers utilize authority delegated by the State Board of Parole and Post-Prison Supervision and by Oregon law to impose sanctions, refer to treatment or other interventions, release from custody, and make recommendations to releasing authorities.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Parole revocations				
Probation revocations				
Timely hearings ?				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Pretrial Services

Diagnostic
Community Corrections

Description

Multnomah County's Pretrial Services is composed of two functional units: Pretrial Release Intake Unit, and the Pretrial Release Supervision Program [PRSP].

The purpose of the Pretrial Services Intake unit is to conduct pretrial interviews with incarcerated defendants charged with criminal offenses and make assessment and recommendations regarding release. The courts delegated release authority to Pretrial Services to release individuals from custody who meet established criteria meant to assure their return for future court appearances. Information gathered by this unit is sent directly to the judges in the arraignment courts. Arraignments generally occur within 24 hours of booking.

Pretrial Release Supervision Program [PRSP] provides intensive non-custody supervision for those individuals the court feels cannot comply with personal recognizance release. Referral to this program can come from the arraignment judges, the District Attorney's Office, and the Pretrial Intake Unit.

Both the Pretrial Intake Office and PRSP are integral parts of the court process and function cooperatively with jail population management programs as well as other release mechanisms.

ORS 135.230-135.295 authorize the courts to delegate release authority to DCC.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Increased timeliness and efficiency of intake interviews				
Increase successful case closures	85%			

Significant Changes FTE's Dollars

Budget Changes 1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Client Support & Treatment Services

Community Corrections

Description

The purpose of this program group is to provide an array of interventions targeting the needs of offenders who are under the supervision of the Department or referred for services by the Courts. These interventions are designed to moderate factors associated with an offender's threat to public safety, to help offenders comply with release conditions, and to provide counseling and conciliation services for offenders involved with separation and child custody issues. Programs are provided in the following areas: substance abuse (including outpatient and residential services and specialized programs for women), mental health (including assessment, treatment groups, and sex offender treatment), housing (drug-free and transitional services), women's services, family services, Parole Transition, and Educational & Vocational Services. Many of these services are managed through contracts with private non-profit agencies in the community. Contract management (monitoring, evaluation and technical assistance) is provided by the Program Development and Evaluation section of the Administration program group.

The need for these programs is supported by the following: (1) Drug Use Forecasting data, based on quarterly random testing of arrestees booked into our jail, indicates that over the last several years, from 54% to 76% of the men and 51% to 88% of the women tested positive for at least one drug; (2) Women's Services are a priority area for the Department because female offenders make up approximately 20% of our caseload; (3) The Department is responsible for 40% of the parolees released from prison and these offenders typically need housing, counseling, and other case managed services to stabilize in the community; (4) about 30% of our caseload is unemployed and more than 50% failed to graduate from high school.

Action Plan

Significant Changes

FTE's

Dollars

Client Support & Treatment Services

Community Corrections

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Substance Abuse Services				
Mental Health Services				
Housing Services				
Women's Services				
Marriage & Family Services				
Parole Transition Program				
Educational/Vocational Services				
Total Costs				

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Substance Abuse Services				
Mental Health Services				
Housing Services				
Women's Services				
Marriage & Family Services				
Parole Transition Program				
Educational/Vocational Services				
Total Staffing				

Substance Abuse Services

Client Support & Treatment Services

Community Corrections

Description

The purpose of this service is to provide a continuum of substance abuse interventions targeting the needs of offenders and the justice system. Services are provided through contracts with non-profit agencies in the community and managed by the Program Development & Evaluation unit. Contracts provide outpatient treatment, residential treatment, gender specific treatment for women, detoxification, and drug testing.

The need for these services is documented by drug use forecasting data, based on random testing of arrestees booked into jail, indicates that 54% to 76% of the men and 51% to 88% of the women test positive for at least one illegal drug. The percentages have fluctuated within those ranges over the last several years. Research indicates that most drug users reduce or eliminate their drug use and involvement in criminal behavior while in treatment. Research also demonstrates that mandated treatment through correctional intervention can have a substantial impact on the behavior of chronic drug using offenders.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Successful completions (total number / percent of total)	161/48%		180/55%	180/55%

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Mental Health Services

Client Support & Treatment Services

Community Corrections

Description

The purpose of this service is to provide a range of mental health services targeting the needs of offenders and the justice system. Services are provided through contracts with local agencies or individual specialists. The contracts are managed by the Program Development & Evaluation unit. Contracts provide psychological and sex offender evaluations, consultation, medication management, group therapy, and sex offender treatment.

Needs assessment data indicates that 3% of our population are taking prescribed psychotropic medication and that 6% have severe or chronic mental health problems. Approximately 7% of our caseload are under supervision for sex offenses.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Successful completion of sex offender treatment (number / percent)	2/67%	N/A	8/50%	17/60%

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Housing Services

Community Corrections

Description

The purpose of this service is to provide case management and supervised, drug-free housing for special populations of offenders under supervision. Services are provided through contracts managed by Program Development & Evaluation and through housing units managed directly by our Women's Transition Services. Services include Parole Transition Housing (46 beds), Transitional Housing for Women (7 apartments), Residential Services for Women (8 beds), Case Management (for chronic homeless, mentally ill, or substance abusing offenders), and Alternatives to Prostitution.

Approximately half of the 150 parolees who return to Multnomah County each month are in need of resource assistance, primarily housing. Female offenders make up approximately 20% of our caseload. Our housing and case management services for women include strong program content related to their special needs: substance abuse, domestic violence, parenting, education, employment, crisis counseling, and other interventions.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Successful completion of parole transition housing (number / percent)	250/54%	N/A	261/55%	275/58%

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Women's Services

Community Corrections

Description

Women's Transition Services (WTS) assesses needs, develops programs through community providers and in some circumstances operates critical services for female offenders. WTS staff assist female offenders with making positive behavior changes.

WTS works collaboratively with other County agencies such as the Alcohol and Drug Program, Field Nurse Services and Corrections Health to provide prenatal care, drug and alcohol intervention and treatment and case management services to pregnant, drug-addicted female offenders and their children (the ADAPT program). WTS provides case management and supportive services to non-pregnant women referred by probation officers.

The need for these services is documented by a 154% increase over six years in the number of women imprisoned in Oregon's state institutions (from 156 in 1985 to 385 in 1991). The number of women on parole or probation has increased by 115% (from 3,100 to over 6,600) during the same time period. In Multnomah County approximately 20% of people under supervision are women. The increases have been dramatically disproportionate to the increases in the corresponding male offender population.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of program participants having positive birth outcomes.	40%	40%	45%	45%
Percentage of participants reducing drug and alcohol use during involvement with ADAPT and/or WTS case management services.	70%	70%	75%	75%
Number of families who will increase the length of time between periods of homelessness	5	6	7	10

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Marriage & Family Services

Client Support & Treatment Services

Community Corrections

Description

The purpose of Marriage and Family Services is to resolve disputes regarding custody and access for children in divorce or filiation filings and regarding marriages for families seeking to avoid divorce or dissolution. To achieve this mission the service provides short-term marriage counseling, conciliation, mediation and evaluation services.

Major functions include mediation of custody and visitation disputes, evaluation of child custody and visitation disputes, and short-term marriage counseling.

This program is housed in the Multnomah County Circuit Court and works with the judiciary and the Mediation Commission to establish policy for the unit under the direct supervision of the Department of Community Corrections.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of families in DCC marriage counseling	192	150	200	200
Number of custody evaluations	558	600	500	500
Number of family mediation sessions	1442	1500	1500	1600

Significant Changes

No changes have been made in the staffing level during the current fiscal year.

The Board of Commissioners passed an ordinance amending MCC 5.10.430 allowing the collection of a \$150 case opening fee for Child Custody and Visitation Evaluations on June 3, 1993. This policy was implemented effective July 12, 1993.

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Parole Transition Project

Client Support & Treatment Services
Community Corrections

Description

The purpose of the Parole Transition Program is to assist offenders who are returning to their communities from prison. The Parole Transition Program provides parole release services to eligible offenders in their transition from state correctional facilities to parole supervision in Multnomah County. The program incorporates pre-release planning, a Parole Intake Center, Supervised Drug Free Housing, a Service Fund to address extra-ordinary needs such as medical support and transportation, and a local case management tracking system to assist offenders in the program.

Parole revocations have increased nearly fifty percent in the past three years, the initial two months following institution release has been identified as a critical time period with regard to successful completion of supervision. We anticipate broadening this program to provide transitional services to all offenders releasing to Multnomah County from State Correctional facilities.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Parole officer satisfaction				
Those eligible for service as a percent of those who received service				

Significant Changes

FTE's Dollars

Budget Changes

1993-94
Adopted 1994-95
Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

Education & Vocational Services

Client Support & Treatment Services

Community Corrections

Description

The purpose of Educational and Vocational Services is to improve the reading, writing and math skills of offenders so that they may be better equipped to obtain employment and solve problems they encounter in their daily lives. Called the Donald Londer Learning Center, it provides instruction in basic skills, life skills, and pre-employment training, including GED instruction. Instruction is delivered via computers and in small and large group settings.

The program is designed to address the functional literacy needs of probationers and parolees. A study of 5,600 Oregon inmates in November 1991 found that 41% functioned below an 8th grade level in reading and 87% functioned below an 8th grade level in math. A national literacy study released in September 1993 reports literacy levels dropping among 21- to 25-year-olds; inmates are among the worst performers.

Local discretion is limited by the funding source, a grant from the U.S. Department of Education, which requires the program to serve offenders in residential/custodial programs; DCC is permitted to serve other offenders if the residential/custodial populations are assessed and served and there is still unused capacity.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of clients served	0	150	150	200
Percentage of caseload served				
Percent of those advancing one reading level with 60 hours of instruction.	NA	65%	65%	65%
Percent of those advancing one math level with 60 hours of instruction.	NA	65%	65%	65%

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Sanction Programs

Community Corrections

Description

Action Plan

Significant Changes

FTE's

Dollars

Sanction Programs

Community Corrections

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Alternative Community Services				
Work Release Center				
Day Reporting Center				
Probation/Parole Violation Center				
Community Service Forest Project				
Restitution Center.Violation Beds				
Volunteer/Student Intern Program				
Diversion//Deferred Sentencing Program				
Intensive Supervision				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Alternative Community Services				
Work Release Center				
Day Reporting Center				
Probation/Parole Violation Center				
Community Service Forest Project				
Restitution Center.Violation Beds				
Volunteer/Student Intern Program				
Diversion//Deferred Sentencing Program				
Intensive Supervision				
Total Staffing				

1994-95 Proposed Budget

Sanction Programs

Community Corrections

Alternative Community Services

Sanction Programs Community Corrections

Description

The Alternative Community Service Program provides an intermediate sanction for the courts. This program serves both felony and misdemeanor adult clients who have been court ordered to perform Alternative Community Service hours. The Alternative Community Service program assesses, screens, and places clients to perform Alternative Community Service hours in non-profit and public agencies in Multnomah County.

The Alternative Community Service Program provides a sanction to parole and probation violators. This sanction allows the Parole and Probation Officer to impose an immediate consequence for a parole/probation violation without utilizing jail or prison space.

The Alternative Community Service Program maintains an intergovernmental agreement with the City of Portland Parks Bureau. This agreement allows the Parks Bureau to provide the funding for two Community Works Leaders and transportation costs associated with the Community Projects Crews and for the Alternative Community Service Program to schedule Community Projects Crews to assist in the maintenance of the City of Portland Parks.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of custody units used by parole/probation violators	85	N/A	200	300
Number of community service hours imposed by courts	296,677	N/A	300,000	300,000
Percent of community service hours completed				
Number of volunteer hours provided by clients	109,973	120,000	120,000	130,000

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Work Release Center

Sanction Programs
Community Corrections

Description

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

1994-95 Proposed Budget

Day Reporting Center

Sanction Programs
Community Corrections

Description

The mission of the Day Reporting Center is to stabilize non-compliant clients through daily reporting to a center which imposes a high level of structure and accountability and which offers key services on site. The DRC will function as an intermediate sanction for parolees and probationers determined to be in violation by their POs through the Structured Sanctions process, or by the court/Parole Board through formal hearings. The DRC's primary responsibilities will include daily monitoring of clients and on-site access to a wide range of services. Activities performed will include assessment, service provision, referrals, and case management. Services offered may include:

- drug evaluation, treatment and testing
- literacy/adult education
- life skills training
- employment services
- cognitive restructuring

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of DRC clients testing positive for drug use				
Percentage of DRC clients whose parole or probation is revoked due to criminal conviction.				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Probation/Parole Violation Center

Sanction Programs
Community Corrections

Description

The Department of Community Corrections Probation/Parole Violation Center mission is to change the behavior of offenders violating the conditions of probation and parole including violations of the law. The Center will serve as an immediate consequence for serious violations of probation/parole. The Center will encourage offenders to comply with the conditions of probation/parole. The Center provides a "no frills" (food and housing) custodial facility for time out from the community for 5 to 30 days.

The Center addresses a need for community custodial sanctions for serious probation/parole violators who would have previously been sentenced to jail or prison. This problem has emerged as the State of Oregon and Multnomah County address violations of probation/parole in the local community.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
1. Number of offenders sanctioned to the center	N/A	N/A	1,500	3,000
2. Percentage of program clients sentenced to jail or prison within six months of program completion				

Notes

- Center is due to open late in 1993 or early in 1994.

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
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Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Community Service Forest Project

Sanction Programs
Community Corrections

Description

The Community Service Forest Project provides an intermediate sanction for the courts. The program serves felony offenders who have been sentenced by the courts to complete a number of custody units at the Forest Project. The Forest Projects screens and accepts clients to participate in the Forest Project for a minimum of four weeks and a maximum of ten weeks.

The Forest Project performs a variety of life and work skill functions designed to educate offenders so they become members of the community. Work in the field consist of trail building, tree planting, campground maintenance, and fire management. Life skills taught at camp consist of cognitive awareness, AA & NA meetings, employment and education training.

The Forest Project maintains an intergovernmental agreement with the USDA Forest Service. This agreement allows the Forest Project to reside in the Columbia Gorge National Scenic Area on Forest Service land and provides for technical supervision of offenders and Multnomah County staff.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of successful program completions	58%	69%		74%

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Restitution Center Violation Beds

Sanction Programs
Community Corrections

Description

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

1994-95 Proposed Budget

Volunteer/ Student Intern Program

Sanction Programs
Community Corrections

Description

The Volunteer/Student Intern Program will be designed and implemented to recruit, train, orient and place citizens and students in Department of Community Corrections work units. The program will be an access point for citizens and form a human resource pool for the Department. Recruiting, training and placement activities will be developed and refined to ensure that each citizen volunteer or student is adequately prepared to assist in community corrections activities and is able to participate in a personally productive way that is also beneficial to Multnomah County.

The volunteers will work primarily with traffic offenders and DUI offenders.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Increase supervision of and service to offenders.				
Recruit 100 volunteers/students				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Diversion & Deferred Sentencing Programs

Sanction Programs
Community Corrections

Description

There are actually two programs in this service area, Domestic Violence and Drug Diversion. They are placed into the same program area because they use similar means to deal with their individual client groups.

The Domestic Violence program seeks to eliminate acts of domestic violence in deferred sentenced offenders. The program is a joint effort with Multnomah County District Attorney's office, Portland Police Department, and the Courts to provide 130 to 150 first time offenders with sentencing alternatives, sanctions, and treatment. The program coordinates with Criminal Justice agencies and treatment agencies, monitors and supervised offender compliance with treatment and other court conditions, refers offenders to services, regularly reports offender compliance to Court during a six to nine month deferral program, and has on going contact with victims to provide them with referral to resources and to include them, if appropriate, in the offender's supervision and treatment plans.

Prior to the inception of this program there has been no coordinated systemic effort or sentencing alternatives for 15 to 40% of the approximately 2500 (plus) reported incidents of domestic violence per year in Multnomah County. The need exceeds the program at the present time. As education and the criminal justice response improves the incidents of reported domestic violence will increase.

The purpose of the Drug Diversion Program is to reduce the substance abuse and related criminal activity in a population of offenders charges with drug possession. The Department provides contracted treatment/acupuncture services for diversion clients referred by the Circuitry Court. Approximately 700 offenders per year will be served, resulting in saving for indigent defense, police overtime, and probation supervision costs.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
1. Domestic violence program completion	57%	60%	60%	70%
2. Domestic violence reduction in those completing the program	93%	93%	93%	96^

Notes

2. Reduction is measured by dividing the number of program clients not arrested for new violence by the total number who complete the program.

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Intensive Supervision

Sanction Programs
Community Corrections

Description

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected

Significant Changes

FTE's

Dollars

1994-95 Proposed Budget

Integrated Service Districts - Field Services

Community Corrections

Description

Field Services works with the community, police, other county organizations and human services in order to identify community issues related to offender behavior and to develop strategies for intervening in this behavior. Field Services is responsible for supervision and services for Multnomah County residents who are sentenced to probation and parole; developing, implementing and imposing the conditions of parole or probation; assessing offender needs; linking offenders under supervision to other community services; and reporting information about offender behavior to the court and the Board of Parole and Post Prison Supervision.

Field Services addresses the needs of offenders to manage their behavior within community standards, the needs of the community to address criminal behavior in our community, and the needs of the court and the parole board to monitor behavior. We have seen an ongoing increase in the offender population over the last ten years, and the number of offenders growing from 10,000 in 1991 to 11,000 in 1993, in Multnomah County. Our strategy is to address both offender and community needs as the number of offenders released to the community for probation/parole supervision will continue to increase during the next fiscal year.

Action Plan

Significant Changes

FTE's

Dollars

Integrated Service Districts - Field Services

Community Corrections

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Field Services Management				
West District				
Southeast District				
Mid County District				
Northeast District				
North District				
East District				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Field Services Management				
West District				
Southeast District				
Mid County District				
Northeast District				
North District				
East District				
Total Staffing				

1994-95 Proposed Budget

Field Services Management

Integrated Service Districts
Community Corrections

Description

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

West District

Integrated Service Districts Community Corrections

Description

The West District's purpose is to work with the community, police, other county organizations to identify community issues related to offender behavior and to develop strategies for intervening in this behavior. The West District is responsible for monitoring an offender population with a greater percentage of homeless and mentally affected individuals than the other districts; monitoring high risk offender behavior that adversely affects community safety; implementing an array of community sanctions in order to respond to offender behavior; and explaining community corrections services to the public. The District's activities include monitoring offender behavior emphasizing high risk offenders including sex offenders; imposition of structured, intermediate sanctions; and, continued utilization of the West District Coordination Team in an effort to educate the community and maximize resources to meet the needs of our clientele and community groups.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of clients using automated behavior monitoring.				
Client mean time between criminal incidents.				
Percentage of reported violations that do not result in incarceration in state facility.				
Percent of positive case closures				

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Southeast District

Integrated Service Districts

Community Corrections

Description

The Southeast District's purpose is to work with the community, police, other county organizations to identify community issues related to offender behavior and to develop strategies for intervening in this behavior. The Southeast District responsibilities include monitoring high risk offender behavior that adversely affects community safety, implementing community sanctions in response to offender behavior, and explaining community corrections services to the public. The District's activities include monitoring offender's behavior with increased emphasis on high risk offenders, such as sex offenders; imposition of intermediate sanctions; education and communication with community groups.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Early intervention with gang members				
Early intervention with female offenders				
Client mean time between criminal incidents.				
Percentage of reported violations that do not result in incarceration in state facility.				
Percent of positive case closures				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Mid County District

Integrated Service Districts

Community Corrections

Description

The Mid County District's purpose is to work with the community, police, other county organizations to identify community issues related to offender behavior and to develop strategies for intervening in this behavior. The Mid County District is responsible for monitoring high risk offender behavior that adversely effects community safety; implementing community sanctions in response to offender behavior, and explaining community corrections services to the public. The District participates with mid Multnomah County neighborhoods, police, businesses, and other County organizations in activities which include: monitoring offender behavior with increased attention to the behavior of high risk offenders including sex offenders; imposition of intermediate sanctions; and facilitation of community dialogue about community needs and community corrections responses.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Increased neighborhood understanding of Community Corrections				
Client mean time between criminal incidents.				
Percentage of reported violations that do not result in incarceration in state facility.				
Percent of positive case closures				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Northeast District

Community Corrections

Description

The Northeast District's purpose is to work with the community, police, other county organizations to identify community issues related to offender behavior and to develop strategies for intervening in this behavior. The Northeast District is responsible for addressing the needs of adult convicted offenders, giving service priority to high risk offenders in the community, utilizing intermediate sanctions to interrupt negative patterns of behavior, implementing an intervention program relevant to the Afro-American population, and working cooperatively with other community agencies to decrease repeat criminal behavior. Activities include monitoring offender behavior with increased attention to the high risk offender, imposing intermediate sanctions, educating and communicating with community groups about their needs and the District's responses to those needs.

The number of offenders released to the community for probation/parole supervision will continue to increase during the next fiscal year. (How many?)

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of positive case closures of African American parolees				
Client mean time between criminal incidents.				
Percentage of reported violations that do not result in incarceration in state facility.				
Percent of positive case closures				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

North District

Community Corrections

Description

The North District's purpose is to work with the community, police, other county organizations to identify community issues related to offender behavior and to develop strategies for intervening in this behavior. The North District is responsible for monitoring high risk offender behavior that impacts community safety as well as other behaviors which destabilize community viability and safety; implementing an array of community sanctions to modify offender behavior; and facilitating greater partnership and coordination of services delivered to the North District area. Activities will include monitoring offender behavior with an emphasis on high risk offenders, imposition of structured and intermediate sanctions for violations of supervision, and continued collaboration and participation with community residents. North District will also house a citizen volunteer and student intern program which will recruit, train, and place volunteers and students in all Departmental operations.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Client mean time between criminal incidents.				
Percentage of reported violations that do not result in incarceration in state facility.				
Percent of positive case closures				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

East District

Community Corrections

Description

The East District's purpose is to work with the community, police, other county organizations to identify community issues related to offender behavior and to develop strategies for intervening in this behavior. The East District's responsibilities include siting an office location in East Multnomah county in order to better address the concerns of neighborhoods and to provide more efficient supervision to offenders who reside there; monitor high risk offender behavior that adversely affects community safety; implement an array of community sanctions in order to respond to offender behavior; and facilitation of community dialogue about community needs and community corrections responses. Activities include: Monitoring offender behavior with emphasis on high risk offenders which includes sex offenders; imposition of structured, intermediate sanctions; and continued utilization of the East County District Coordination Team in an effort to educate the community and maximize resources to meet the needs of the offender and the community.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Improve Service to transient East County offenders				
Client mean time between criminal incidents.				
Percentage of reported violations that do not result in incarceration in state facility.				
Percent of positive case closures				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Health Department

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		709.82		
Personal Services	\$31,608,991	\$34,500,181		
Contractual Services	\$5,262,701	\$5,712,187		
Materials & Supplies	\$9,923,207	\$12,838,443		
Capital Outlay	\$132,882	\$139,353		
Total Costs	\$47,545,209	\$53,190,164		
Program Revenues	\$27,067,304	\$30,419,331		
Net Revenues Required	\$20,477,905	\$24,563,671		

Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Director's Office	\$210,366	\$365,122		
Regulatory Health	\$2,333,509	\$2,561,420		
HIV Clinics	\$2,627,343	\$2,734,704		
Specialty Care Clinics	\$8,921,383	\$11,190,698		
Primary Care Clinics	\$15,527,889	\$15,888,269		
Field Services	\$4,140,729	\$5,104,699		
Dental Services	\$2,413,432	\$2,737,700		
Services&Support	\$5,322,615	\$6,109,598		
Business Services	\$1,031,942	\$1,559,511		
Corrections Health	\$4,609,418	\$4,938,443		
Total Costs	\$47,545,209	\$53,190,164		

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Director's Office		4.3		
Regulatory Health		43.58		
HIV Clinics		33.17		
Specialty Care Clinics		163.37		
Primary Care Clinics		215.75		
Field Services		72.05		
Dental Services		35.80		
Services&Support		56.70		
Business Services		25.50		
Corrections Health		66.10		
Total Staffing		709.82		

1994-95 Proposed Budget

Description

The Office of the Director is responsible for ensuring that the Department provides quality services to achieve the mission. This office supervises the division managers, facilitates the administrative team's planning and policy making and serves as a liaison to the Board to County Commissioners, Community Health Council, and other community agencies.

Action Plan

Significant Changes

FTE's

Dollars

Director's Office

Health Department

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		5.00		
Personal Services	na	\$259,257		
Contractual Services				
Materials & Supplies		\$100,920		
Capital Outlay		\$4,945		
Total Costs	\$210,366	\$365,122		

Program Revenues

Net Revenues Required \$365,122

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Description

The mission of the Regulatory Health Division is to protect and enhance public health by regulating certain businesses and facilities, and helping to analyze and address a wide range of community health problems. The Division is responsible for enforcing state and local public health laws and rules; investigating and analyzing community health problems; and providing consultation and leadership to government and other sectors in addressing community health problems. The Division inspects and licenses selected businesses with potential for health impacts; investigates deaths in certain circumstances; enforces public health laws and rules; abates certain health and nuisance problems; investigates important community health problems; and provides consultation and assistance to government, various groups and organizations, and individuals regarding a wide range of public health problems.

The Division deals with community health problems that are best addressed through "population based services" - i.e., activities aimed primarily at communities rather than individuals. This body of problems is growing through recognition that population based services are often more appropriate and cost-effective than individual services.

County discretion is limited by a variety of federal and state grant requirements, and federal, state, and local laws, rules, and guidelines.

Action Plan

Significant Changes

FTE's

Dollars

Regulatory Health

Health Department

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		43.58		
Personal Services	\$1,974,645	\$2,113,362		
Contractual Services	\$36,627	\$37,200		
Materials & Supplies	\$318,070	\$410,858		
Capital Outlay	\$4,167	0		
Total Costs	\$2,333,509	\$2,561,420		
Program Revenues	\$1,472,070	\$1,710,297		

Net Revenues Required	\$861,439	\$851,123
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Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Administration	\$262,005	\$359,347		
Health Inspections	\$927,775	\$1,007,670		
Vector Control	\$311,432	\$290,796		
Medical Examiner	\$555,421	\$456,383		
Emergency Medical	\$239,944	\$256,941		
Lead Screening	\$36,912	\$190,283		
Total Costs	\$2,333,509	\$2,561,420		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Administration		5.00		
Health Inspections		18.00		
Vector Control		5.08		
Medical Examiner		9.50		
Emergency Medical		4.00		
Lead Screening		2.00		
Total Staffing		43.58		

1994-95 Proposed Budget

Division Management

Regulatory Health
Health Department

Description

Division management's mission is to ensure that the Division's programs achieve maximum effectiveness and efficiency; and to promote the Department's and community's use of structured, creative, and scientifically appropriate approaches to analyzing and addressing community health problems. Division Management is responsible for supervision and support of its programs; technical support to various parties ensuring that public health laws are appropriately enforced; and providing leadership to address community health problems. It supervises program managers, provides consultation to groups and individuals inside and outside of government, develops and analyzes public health data; helps develop appropriate public health policies; and evaluates the effectiveness of activities, programs, and policies relevant to the public health.

The Division's Management addresses the community's need for well-designed, rational approaches to public health problems. This need is increasing as the complexity of community health problems increases and resources decrease.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	5.0		
Costs	\$359,347		
Program Revenue	\$150,105		
Net Revenue Required	\$209,242		

1994-95 Proposed Budget

Medical Examiner

Regulatory Health
Health Department

Description

The mission of the Medical Examiner Office is to determine the cause of death of county residents who die under special circumstances, including accidents, violence, drug involvement, employment, and other specified situations. The Office is responsible for establishing the cause and manner of death, notifying the next-of-kin, and protecting the property of the deceased person until a personal representative can take charge. Program staff investigate the circumstances death, direct the disposition of the deceased's remains, interview witnesses, obtain personal and medical histories, and write reports of findings for a forensic pathologist, who certifies the cause of death.

Approximately 3,500 of the County's 5,700 deaths each year fall into categories which must be reported and investigated by the Medical Examiner Office. These numbers are gradually increasing due to population growth and increasing rates of violent death.

Local discretion is limited by the mandates and State Medical Examiner supervision authority arising from ORS 146.

Key Results	1992-93	1993-94	1993-94	1994-95
Cases investigated per FTE	Actual	Adopted	Estimated	Projected
	364	376	376	389

Significant Changes		FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	9.5		
Costs	\$456,383		
Program Revenue	\$38,800		
Net Revenue Required	\$417,583		

1994-95 Proposed Budget

Emergency Medical Services

Regulatory Health
Health Department

Description

The mission of the Emergency Medical Services (EMS) program is to assure access to high quality, timely, cost-effective emergency pre-hospital medical care and ambulance service. It is responsible for planning, coordinating, regulating, and assuring implementation of the county's EMS system. The program prepares a state-required ambulance service plan, promulgates rules and protocols that direct the system, monitors performance, and develops and monitors agreements which define conditions of participation for all system participants

The program addresses the need for an effective and efficient response to the county's 42,000 requests for emergency medical response each year. This problem is slowly increasing with the growth and aging of the county's population.

State statutes limit the discretion of the County Commissioners in some aspects of ambulance service policy development, and service requirements

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Eight minute response time %	85%	90%	90%	90%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	4		
Costs	\$256,941		
Program Revenue	\$256,941		
Net Revenue Required	0		

1994-95 Proposed Budget

Health Inspections

Regulatory Health
Health Department

Description

The mission of the Health Inspections Program is to improve the public health through promoting a healthful environment and protecting the community from environmental health hazards. It is responsible for analyzing community environmental health problems, regulating specified businesses and accommodations, and enforcing state and local environmental health laws and rules. The Program inspects restaurants, swimming pools, care centers, and other facilities for compliance with health and safety standards; enforces the state, city and county health codes; assures identification of young children with lead poisoning; surveys small community water systems; and responds to public concerns regarding licensed facilities and other environmental health problems and issues.

Discretion of the County Board is limited by state and local laws and regulations

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of restaurant food handlers with County issued certificates	88.6%	88%	88%	90%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	18		
Costs	\$1,007,670		
Program Revenue	\$1,007,670		
Net Revenue Required			

1994-95 Proposed Budget

Vector Control

Regulatory Health
Health Department

Description

The mission of Vector Control is protect the health and enhance the livability of the community through control of rodent and insect populations, and investigation and abatement of nuisance conditions. The program is responsible for control of rats and mosquitoes, and enforcement of nuisance and illegal dumping codes. It assists citizens in controlling rats by providing advice and control services; controls rats in municipal sewer systems; monitors and controls sources of mosquitoes; and enforces the nuisance and illegal dumping codes in unincorporated Multnomah County, Fairview, and Troutdale.

The program is intended to minimize the hazards and discomfort associated with rat and mosquito infestations, as well as those associated with nuisance conditions. These problems are stable in the long term, with significant short term fluctuations caused by natural conditions, and in the case of nuisance and dumping problems, changing economic conditions.

Local discretion is limited by state statutes pertaining to vector control by counties (ORS Chapter 452) and pesticide use (ORS 634).

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Rat complaints per 1,000 residents	3.4	3.4	3.4	3.4

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	5.08		
Costs	\$290,796		
Program Revenue	\$59,543		
Net Revenue Required	\$231,253		

1994-95 Proposed Budget

HIV Programs

Health Department

Description

This Division has two primary purposes: preventing and treating HIV and other sexually transmitted diseases (STDs) and conducting Department wide planning and designing strategies to fill gaps in service delivery. It is responsible for assessing needs, designing projects, and securing resources. It trains people in the community as well as department employees, delivers clinic services, conducts community wide planning processes and writes grant applications.

This program addresses the need to provide early diagnosis and treatment of HIV and other STDs and the need for a public health plan designed through citizen input. Specific public health problems change over time, and on-going strategic planning is vital to a pro-active approach to protecting the public health

Oregon public health and communicable disease statutes as well as grant assurances place limitations on this program.

Action Plan

Significant Changes

FTE's

Dollars

HIV Programs

Health Department

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Budget Trends		33.17		
Staffing Levels				
Personal Services	\$1,567,346	\$1,529,992		
Contractual Services	\$542,155	\$644,488		
Materials & Supplies	\$509,030	\$560,224		
Capital Outlay	\$8,812	0		
Total Costs	\$2,627,343	\$2,734,704		
Program Revenues	\$1,344,647	\$2,258,414		

Net Revenues Required \$1,282,696 \$476,290

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Costs by Activity/Service				
Division Management	\$305,428	\$143,898		
Planning&Development	\$114,336	\$310,245		
HIV Education	\$619,233	\$504,796		
Clinic Prim. Care/Substance Abuse	\$413,583	\$162,693		
Hiv in Women	\$457,691	\$609,311		
Risk Reduction Project/NIDA	\$386,605	\$585,493		
Homeless Risk Reduction	\$121,182	\$418,268		

Total Costs \$2,627,342 \$2,734,704

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing by Activity/Service				
Division Management		1.25		
Planning&Development		4.3		
HIV Education		3.0		
Prim. Care/Substance Abuse		1.81		
Hiv in Women		8		
Risk Reduction Project/NIDA		8		
Homeless Risk Reduction		6.8		
		33.17		

Total FTE

1994-95 Proposed Budget

Division Management

HIV Programs Health Department

Description "HIV Programs" \12

This program sets direction for the division. It establishes division policies and procedures, and conducts an on-going evaluation of division goals and objectives.

This program is intended to assure that services delivered (both preventive and clinical) meet community standards and are cost efficient. The prevalence of HIV disease is increasing, STDs are primarily stable and other unmet public health problems such as domestic violence, poor pregnancy outcomes and lack of preventive services to special populations are increasing.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level	1.25		
Costs	\$143,898		
Program Revenue	\$25,003		
Net Revenue Required	\$118,895		

1994-95 Proposed Budget

Planning & Grants Development

HIV Programs
Health Department

Description "Planning & Grants Development" \12

The Planning and Development Unit was formed in 1991 to coordinate program planning, grant writing, and grants management of the Health Department. This unit is responsible for identifying community health needs as well as developing strategies and resources to address these needs. Planning and Development conducts internal and external needs assessments; coordinates and leads the department's Total Quality Management Program; assembles, analyzes, and disseminates community health data; and writes and monitors grants.

This program helps address the community's and department's need for a rational, efficient approach to addressing important community health problems. This need is increasing, particularly given the increasing complexity of community health problems, limited resources, and the need to evaluate the impact of managed care (Oregon Health Plan) on the health status of the community.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% of New Grants Funded	75%	50%	50%	50%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	4.30		
Costs	\$310,245		
Program Revenue	\$28,272		
Net Revenue Required	\$281,973		

1994-95 Proposed Budget

HIV Education & Field Research

HIV Programs
Health Department

Description

The HIV Community Education Program provides HIV education and infection control for Multnomah County employees, Health Department contract agencies and the community at large. Activities of the program include: health department staff updates on HIV educational materials; HIV education to employees of community organizations, drug treatment agencies, and businesses; HIV education and policy development for public and private schools, including colleges; outreach and prevention activities to gay bars, adult bookstores, and public parks; outreach to high-risk youth.

In the state of Oregon, there were 2,203 diagnosed AIDS cases as of 8/31/93 (1,491 in Multnomah County). The Oregon Health Division projects that there are 10,000 HIV infected individuals in the State. HIV education is the only tool we currently have to prevent this projected figure from growing.

Local discretion is limited by federal, state, and local laws.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Educational Presentations to Schools and Community Groups per FTE	34	87	87	87

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	3.0		
Costs	\$504,796		
Program Revenue	\$501,192		
Net Revenue Required	\$3,604		

Drug Treatment Center-based Clinics

HIV Programs
Health

Description

The purpose of this program is to provide a continuum of linked primary health care, drug treatment and mental health services; to decrease the incidence of HIV infection in chemically dependent individuals and their sexual partners; increase drug and alcohol treatment compliance, and to link clients with identified mental health needs to appropriate mental health services. The program has responsibility for the delivery of primary health care, HIV/AIDS, alcohol and drug treatment, and mental health services to chemically dependent persons enrolled at four local treatment sites.

In September, 1990 HIV seroprevalence among clients entering drug treatment in Multnomah County was 1.8%; in June, 1992 that rate had risen to 2.3%. This rate has remained fairly stable.

We are limited by the assurances of the funding source and restrictions of federal, state and local law.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of Primary Care Visits to Substance Abusers, their Families, and Sex Partners per FTE	240	1,000	1,000	1100

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	1.81		
Costs	\$162,693		
Program Revenue	\$159,567		
Net Revenue Required	\$3,126		

1994-95 Proposed Budget

HIV Women's Project

HIV Programs
Health Department

Description

The purpose of the Women's Project is to help women take responsibility for protecting themselves from HIV and other sexually transmitted disease and from unwanted pregnancies. The program attempts to promote changes in condom use behavior through peer supported HIV education sessions; and through distribution of media materials which are appropriate for this population of women. The Health Department contracts with the Oregon Health Division to conduct a comprehensive outcome evaluation of this project. Project staff collect outcome evaluation data.

In August 1992 reported AIDS cases in women in the State of Oregon represented 2% of the total cases. A year later in August 1993, that percentage had increased to 3% . HIV prevention services are critical to this population.

Local discretion is limited by federal, state, and local laws and grant requirements.

Key Results			1992-93	1993-94	1993-94	1994-95
Number	of	Outcome	Actual	Adopted	Estimated	Projected
65			65	65	65	68
Evaluation	Interviews	to				
Determine	Reduction	in				
Women's Risk	Behavior	per				
FTE						

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	8		
Costs	\$609,311		
Program Revenue	\$557,572		
Net Revenue Required	\$51,739		

1994-95 Proposed Budget

Drug User Risk Reduction

HIV Programs
Health Department

Description

The goal of the Risk Behavior Intervention Project (RBIP)] is to prevent the further spread of HIV infection among injection drug users (IDUs) and their sexual partners. The two primary responsibilities and activities of RBIP are to establish a system for monitoring HIV related risk taking behavior and to assess the efficacy of interventions in reducing drug and sexual risk taking behaviors among injection drug users and their sexual partners. The Project collects data, delivers substance abuse and HIV/AIDS prevention interventions, and provides counseling and testing. The spread of HIV among injection drug users and their sex partners is an increasing problem. Of injection drug users entering drug treatment in Multnomah County in 1991 1.8% were HIV positive and in 1992 2.3% were HIV positive.

Local discretion is limited by federal, state and local laws.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of Project Participants monthly per FTE	7	5.00	5.00	5.00

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	8.00		
Costs	\$585,493		
Program Revenue	\$575,947		
Net Revenue Required	\$9,456		

1994-95 Proposed Budget

Homeless Persons Risk Reduction

Description

The mission of the program is to promote positive sexual and drug behavioral changes among injection drug users and their sexual partners. It is responsible for reducing HIV, STD and TB risk among homeless county residents. It provides street outreach services, distributes bleach and condoms, educates clients, assesses risks, measures behavioral changes, provides HIV, sexually transmitted disease and tuberculosis tests, and refers clients to services.

There are over 19,000 homeless people in Multnomah County, an increase of 80% in the last three years. The homeless population is at extreme risk for HIV disease due to behaviors such as selling sex for drugs, needle sharing, and unprotected sex. Homelessness, drug use, untreated mental illness, and drug use are increasing each year in Multnomah County.

The federal funding source assurances as well as federal, state, and local law restrict the activities of this project.

Key Results			1992-93	1993-94	1993-94	1994-95
			Actual	Adopted	Estimated	Projected
Number of Referral Street Encounters Initiated per FTE		Educational Encounters	na	600	660	726

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	6.8		
Costs	\$418,268		
Program Revenue	\$410,852		
Net Revenue Required	\$7,416		

Specialty Care Clinics

Health Department

Description

The purpose of the Specialty Services Division is to meet the health prevention and treatment service needs of specific populations and/or targeted groups in Multnomah County. The Division is designed to protect and improve the health of the community. The Division investigates, monitors, evaluates and treats communicable diseases and tuberculosis to protect the public health of county residents; provides health promotion, screening, and treatment to specific populations, i.e., refugees and adolescents; provides health promotion and treatment services related to blood borne pathogens to County, Portland, Metro, and Port of Portland employees; and sets policy direction and participates in the hiring recruitment, training, and placement of all bilingual employees for the Health Department.

The problems associated with the health needs of targeted high-risk populations are increasing (i.e. adolescent health needs, Oregon Health and Safety Act requirements regarding blood borne pathogen transmission and future employer TB screening requirements, and interpretation services). The communicable disease and the TB case rates are relatively stable. The demand for International Health Services has historically been growing at an annual rate of 22%, but current refugee resettlement patterns have helped to stabilize encounter volume.

Action Plan

Significant Changes

FTE's

Dollars

Specialty Care Clinics

Health Department

Budget Trends

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		163.37		
Personal Services	\$6,790,911	\$7,591,758		
Contractual Services	\$400,164	\$1,202,286		
Materials & Supplies	\$1,721,867	\$2,359,650		
Capital Outlay	\$8,441	\$37,004		
Total Costs	\$8,921,383	\$11,190,698		
Program Revenues		\$5,486,445		
Net Revenues Required		\$5,704,253		

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Costs by Activity/Service				
Division Management	\$114,258	\$220,264		
International Health Center	\$1,560,596	\$3,117,943		
Language Services	\$803,605	\$1,142,047		
Tuberculosis Mgmt Services	\$956,890	\$1,211,010		
Sexually Transmitted Disease	\$884,223	\$1,023,927		
Communicable Disease	\$731,759	\$542,151		
Occupational Health	na	\$398,493		
School Based Clinics	\$1,433,039	\$1,665,539		
Epidemiology	\$548,640	\$616,500		
HIV Clinic	\$942,127	\$869,656		
HIV Homecare	\$253,298	\$391,868		
Total Costs	\$8,921,383	\$11,190,698		

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing by Activity/Service				
Division Management		3.5		
International Health Center		31.9		
Language Services		24.4		
Tuberculosis Mgmt Services		19.5		
Sexually Transmitted Disease		16.1		
Communicable Disease		8.1		
Occupational Health		5.56		
School Based Clinics		26.3		
Epidemiology		9.5		
HIV Clinic		11.90		
HIV Homecare		5.3		
Total FTE		163.37		

1994-95 Proposed Budget

Division Management

Specialty Care Clinics
Health Department

Description

Division Management acts as a link between the Division and other health services within and outside the Health Department and recruits, hires, evaluates, and trains all mid-level providers in the Division. It provides direction, oversight, and program development for the programs in the Division as well as providing contract development and monitoring for statewide refugee health screening.

The need for the active coordination and management of these services remains stable but will increase in complexity as the Oregon Health Plan is implemented.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	3.5		
Costs	\$220,264		
Program Revenue	\$39,248		
Net Revenue Required	\$181,016		

1994-95 Proposed Budget

International Health Center

Specialty Care Clinincs Health Department

Description

The International Health Center's mission is to provide culturally appropriate health services to newly arrived refugees. It is responsible for prompt refugee health screening to insure identification and treatment of communicable diseases which may be harmful to the individual and/or have the potential of harming others, and prompt health education which teaches refugees how to appropriately utilize Western medical services. The International Health Clinic provides cultural and medical interpretation, health screening and assessment, primary care services, referral services, and consultation on refugee health issues to others.

In 1992 the International Health Clinic served 2,954 new refugee clients with a total of 13,011 clinic visits, with a similar workload expected in 1993, and a slight decrease over the next couple of years.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Refugee Primary Care Visits per FTE	95	70	70	70

Significant Changes

	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	31.9		
Costs	\$3,117,943		
Program Revenue	\$2,779,727		
Net Revenue Required	\$338,216		

1994-95 Proposed Budget

Language Services

Specialty Care Clinics Health Department

Description

The mission is to ensure efficient delivery of culturally competent Health Department interpretation, translation and bilingual services. Language Services is responsible for seeing that non-English speaking clients are provided health services or information in the language that they understand. The program's services include: direct assignment of on-call or contracted interpreters to client appointments or to support after hours medical advice services; development of non-English patient education and consent material; implementing bilingual hiring and decentralizing scheduling at multiple direct health care service sites; analysis of non-English encounter trends, related staffing patterns and control of interpreter costs.

The Health Department encounters over 62,000 non-English speaking client visits per year in over 20 different languages. Historically, the annual growth rate has been 22%, but current refugee resettlement patterns have helped to stabilize encounter volume.

Federal law and regulations for Community Health Centers require arrangements to provide services "in the language and cultural context most appropriate," for clients with limited English speaking ability. Americans with Disability Act require that people with disabilities (e.g. hearing impaired) be integrated into services.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of Clients receiving either Care in Their Language or Interpreted Care	90%	90%	90%	90%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	24.4		
Costs	\$1,142,047		
Program Revenue	\$19,815		
Net Revenue Required	\$1,122,232		

1994-95 Proposed Budget

Tuberculosis Clinic

Specialty Care Clinics
Health Department

Description

The purpose of Tuberculosis Management Service is to prevent the transmission of tuberculosis in Multnomah County. It is responsible for the investigation and implementation of control measures for tuberculosis within the County. The program's activities include screening, evaluating, and providing treatment for patients for tuberculosis, interviewing case contacts to obtain pertinent information to control further spread of the disease, case management to assure that clients initiate and maintain appropriate therapy, and educating the public on tuberculosis by distributing pamphlets and delivering group presentations.

There were 66 cases of tuberculosis in Multnomah County in 1992, and more than 1/2 of all TB cases in Oregon occur in Multnomah County. After falling in 1991, tuberculosis case rates increased in Multnomah County in 1992.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of Patients in Compliance with Therapy	84.8%	85%	85%	90%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	19.5		
Costs	\$1,211,010		
Program Revenue	\$282,568		
Net Revenue Required	\$928,442		

1994-95 Proposed Budget

Sexually Transmitted Disease Clinic

Specialty Care Clinics
Health

Description

The purpose of the Sexually Transmitted Disease Clinic is the prevention and control of sexually transmitted diseases within Multnomah County. The clinic is responsible for the diagnosis and treatment of sexually transmitted diseases (STD). Its activities include active partner notification, disease surveillance to provide information on community trends and high-risk populations, providing consultation and/or training to health professionals, and HIV counseling and testing (which is part of the routine STD visit).

The Sexually Transmitted Disease Clinic and Community Test Site address the need for diagnosis and treatment for anyone who believes he/she has been exposed to a sexually transmitted disease or HIV. The need for testing for STDs is currently stable; however, as public education about the need to test for chlamydia, the need will increase. The demand for HIV counseling and testing is increasing.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Chlamydia Screens per FTE	167	250	250	250

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	16.10		
Costs	\$1,023,927		
Program Revenue	\$539,775		
Net Revenue Required	\$484,152		

1994-95 Proposed Budget

Communicable Diseases

Specialty Care Clinics

Health Department

Description

The Communicable Disease Office's purpose is to decrease the level of communicable disease in Multnomah County. This office is responsible for investigating all reportable communicable diseases (except for diseases investigated by the Tuberculosis and Sexually Transmitted Disease programs) and implementing control measures. This office counsels each client diagnosed with a reportable communicable disease, advises appropriate control measures, refers, screens, and diagnoses clients who have no other source of medical care for hepatitis and other communicable diseases; assists in identification of exposed individuals so that appropriate treatment can be provided and the spread of the disease can be contained, provides prophylaxis as needed for exposed individuals, provides education to clients, staff, and the medical community regarding communicable diseases, and provides surveillance and crisis intervention in outbreaks of communicable disease in Multnomah County.

The rate of disease incidents per 100,00 population varies with each disease and is affected by availability of vaccinations, access to medical care, personal hygiene behaviors and the cyclic nature of each disease.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of Hepatitis A Cases	86%	100%	100%	100%
Working in High Risk Settings				
Receiving Home Visits				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	8.1		
Costs	\$542,151		
Program Revenue	\$175,420		
Net Revenue Required	\$366,731		

1994-95 Proposed Budget

Occupational Health

Specialty Care Clinics Health Department

Description

The Occupational Health Office provides the OSHA Bloodborne Pathogens program to bring employers into compliance and to increase workplace safety for affected employees. The Office provides these services for Multnomah County employees and contracted agency employees. These services include development of an "exposure control plan" for each work site, training new employees within 10 days of assignment, annual training updates for employees, hepatitis B vaccination for all at risk personnel and bloodborne pathogen exposure counseling and follow-up. Follow-up includes assisting the employee in obtaining medical treatment as indicated. Confidential employee medical records consisting of training dates, immunizations and exposure incident information are maintained in this office.

The goal of this program is to decrease the risk of an employee acquiring a bloodborne disease in the work setting. This mandate became effective for Oregon employers in April, 1992. Therefore, some affected employees may still be under served. The OHO is pursuing marketing this program beyond our current contracts currently serving the public employees.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% of Multnomah County Employees Receiving Training	80%	90%	90%	95%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	5.56		
Costs	\$389,493		
Program Revenue	\$382,690		
Net Revenue Required	\$6,803		

1994-95 Proposed Budget

School-based Clinics

Specialty Care Clinics Health Department

Description

The mission of the School Based Health Center Program is to provide comprehensive, confidential and accessible primary health care to an underserved population of adolescents in a school setting. The major responsibilities are to identify students with unmet physical and mental health needs and provide necessary treatment and/or referral and follow up. The School Based Health Center Program provides physical exams, immunizations, diagnosis and treatment of illness and injury. It also provides reproductive health care, pregnancy testing, contraceptive counseling and services, sexually transmitted disease diagnosis and treatment, HIV counseling and testing, mental health counseling and health promotion activities such as smoking cessation.

The School Based Health Center Program has two goals: To reduce the incidence of teen pregnancy in its client population and to increase access to primary care for adolescents without other accessible, affordable options. Both of these problems are increasing as adolescents become sexually active at earlier ages and as the uninsured population increases.

The program is limited by restrictions placed by local school districts where clinics are sited. Restrictions usually occur around reproductive health services. Currently clinics do not have on site contraceptive dispensing.

Key Results				1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Pregnancy Rate in Clinic				52.1/1,000	>50/1,000	>50/1,000	>50/1,000
Users							

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	26.13		
Costs	\$1,665,359		
Program Revenue	\$248,495		
Net Revenue Required	\$1,416,864		

1994-95 Proposed Budget

Epidemiology

Specialty Care Clinics Health Department

Description

The goal of the Epidemiology program is to reduce the spread of sexually transmitted diseases and HIV. The responsibilities include detection of disease and preventative education to decrease the level of reportable diseases. Activities include: conducting interviews and completing case investigations on reported cases of gonorrhea, syphilis, chlamydia, and HIV, providing individual counseling and education, assisting in notification of sexual contacts of their exposure and need for medical diagnosis and treatment, providing information on prevention and identification of STDs through community education.

Currently, the number of cases of gonorrhea and syphilis are stable; chlamydia, for which there has not been any previous active disease intervention by the Health Department, is an increasing problem. Follow-up on all chlamydia cases in Multnomah County will be undertaken by staff.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of Direct Contacts with Clients for STD and HIV Cases per FTE	333	421	421	526

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	9.5		
Costs	\$616,500		
Program Revenue	\$243,675		
Net Revenue Required	\$372,825		

1994-95 Proposed Budget

HIV Clinic

Specialty Care Clinics Health Department

Description

The mission of this clinic is to provide high quality primary health care to HIV infected persons who have no other source of care. The program is responsible for delivery of quality care in both the clinic and the home setting and for referral to ancillary services such as dental care, mental health treatment and social support. Primary activities include health assessment, development of a care plan, appropriate treatment and referral, home assessment and client and home caregiver education and support to avoid unnecessary institutionalization.

[WORKLOAD STATISTICS WOULD BE VERY APPROPRIATE HERE]

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of Clients per FTE	56	59	59	59

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	11.9		
Costs	\$869,656		
Program Revenue	\$531,096		
Net Revenue Required	\$338,560		

1994-95 Proposed Budget

HIV Home Care

Specialty Care Clinics
Health Department

Description

The purpose of the Seropositive Wellness Program is to increase the length and quality of life for newly diagnosed HIV positive persons identified through Multnomah County service sites, and to prevent the transmission of HIV. This program is responsible for the enrollment of clients, and for assisting those clients in changing their behavior to maintain good health and reduce risk to others. This is accomplished through a variety of services including providing vouchers to assist the client to enter the health care system early, nutrition counseling, psychiatric assessment for depression, HIV education, stress reduction, immunization, and screening for diseases, including tuberculosis, hepatitis, and syphilis.

The need for the program is increasing, both because of the growing diversity and number of clients and because of expanding the program to include referrals from other diagnosing physicians and health care agencies.

Limitations on this program include state statutes governing HIV and confidentiality of medical records.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of Clients Served per FTE	25	37	37	40

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	5.3		
Costs	\$391,868		
Program Revenue	\$224,584		
Net Revenue Required	\$167,284		

1994-95 Proposed Budget

Primary Care Clinics

Health Department

Description

The Primary Care Division provides preventive and primary medical care services to County residents who are unable to access appropriate care through private health care providers because of financial or other barriers. The Primary Care and Division is responsible for the protection of the community by preventing illness and promoting health through accessible health services.

The Division provides primary health care services to 45,000 unduplicated clients annually in geographically dispersed sites throughout the County; screens and predetermines Medicaid eligibility for low-income residents and provides managed care for Oregon Health Plan enrollees. 80,000 to 100,000 Multnomah County residents currently lack economic access to basic health care. The demand for basic health care is increasing but will be eased through our participation in the Oregon Health Plan.

Action Plan

Significant Changes

FTE's

Dollars

Primary Care Clinics

Health Department

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		215.75		
Personal Services	\$9,900,600	\$10,360,910		
Contractual Services	\$2,751,791	\$1,818,767		
Materials & Supplies	\$2,873,453	\$3,708,592		
Capital Outlay	\$2,044	0		
Total Costs	\$15,527,889	\$15,888,269		
Program Revenues		\$11,282,705		

Net Revenues Required \$4,605,564

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management	\$852,217	\$627,188		
Medical Director	na	\$353,067		
Medicaid/Medicare Eligibility	\$353,320	\$453,075		
Primary Care Prepaid Program	\$485,443	\$2,062,848		
Homeless Children Project	\$124,287	\$259,339		
Coalition Clinics	na	\$97,203		
Primary Care Clinics	\$12,899,732	\$11,316,247		
Burnside Health Clinic	\$655,565	\$719,302		
Total Costs	\$15,527,889	\$15,888,269		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management		7.8		
Medical Director		3.9		
Medicaid/Medicare Eligibility		9.6		
Primary Care Prepaid Program		6.2		
Homeless Children Project		4.7		
Coalition Clinics		.6		
Primary Care Clinics		173		
Burnside Health Clinic		9.95		
Total Staffing		215.75		

1994-95 Proposed Budget

Division Management

Primary Care Clinics Health Department

Description

Division Management is responsible for eight primary care sites, support to Coalition clinics, and direction to the Prepaid Program Services and Medicaid/Medicare Eligibility Services. The Division management is focusing its efforts in the following areas: quality improvement and client satisfaction for diverse client populations, implementation of The Oregon Health Plan, improvement of productivity and client access.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	7.8		
Costs	\$627,188		
Program Revenue	\$396,463		
Net Revenue Required	\$230,725		

1994-95 Proposed Budget

Medical Director

Primary Care Clinics
Health Department

Description

Medical Director is responsible for clinical oversight of the Primary Care Division and most of the Specialty Care Division. (HIV, STD and TB programs have their own Medical Directors).

The Medical Director's activities Include: recruitment, hiring and clinical supervision of providers, management of in-house continuing education program, clinical oversight of outside specialty referrals, oversight of a quality assurance program, development, review and revision of clinical protocols and policies, coordination and oversight of in-house clinical teaching activities for providers, setting productivity standards, liaison to outside clinical affiliates and ensuring cultural appropriateness of clinical services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	3.9		
Costs	\$353,067		
Program Revenue	\$333,704		
Net Revenue Required	\$19,363		

1994-95 Proposed Budget

Medicaid/Medicare Eligibility

Primary Care Clinics
Health Department

Description

The Medicaid/Medicare Eligibility Screening Unit works to increase access to benefits of clients who are entitled to them by informing and pre-determining clients' eligibility for Medicaid and Social Security Income resources. The unit is responsible for interviewing Health Department clients to assess eligibility for Medicaid, Poverty Level Medical, and Social Security Income prior to contacting Adult and Family Service. The eligibility screeners act as continuing advocates with Adult and Family Services on behalf of Health Department Clients.

The program is intended to decrease the barriers clients experience in attempting to access entitled medical benefits. This problem will decrease as a higher percentage of clients are recognized as eligible for benefits, and as the Oregon Health Plan is implemented.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% of Clients Screened for Medicaid Eligibility	46%	58%	58%	65%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	9.6		
Costs	\$453,075		
Program Revenue	\$411,523		
Net Revenue Required	\$41,552		

1994-95 Proposed Budget

Prepaid Program Services

Primary Care Clinics
Health Department

Description

The Prepaid Program unit administers two managed care health plans (MULTICARE and REEP). These programs for Medicaid clients and newly arrived refugees serve as health care gatekeepers and care coordinators to reduce unnecessary hospital utilization while increasing appropriate access to primary care diagnosis and treatment. This unit also develops and monitors consistent guidelines and oversight of expenditures for HealthSource. HealthSource provides access to necessary specialty health services for uninsured county residents through subsidized referrals to private sector medical specialists. Over 6,000 clients are enrolled in MULTICARE monthly and nearly 1,000 refugees are covered by the REEP program. HealthSource serves over 15,000 medically indigent clients annually for essential specialty diagnostic and treatment services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% of Emergency Room Visits by Enrollees that are Unauthorized		>5%	>5%	>5%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	6.2		
Costs	\$2,062,848		
Program Revenue	\$1,474,907		
Net Revenue Required	\$587,941		

1994-95 Proposed Budget

Homeless Children Project

Primary Care Clinics
Health Department

Description

The Homeless Children's Project provides preventive and primary health care for children and their families who are at risk of being homeless with a focus on Hispanic children and their families. It is responsible for two clinical sites; one is located at East County Health Center and the other at La Villa de Clara Vista apartments (Galaxy). It is also responsible for outreach education to clients and other agencies. The project also provides basic preventive, diagnostic and treatment services which include: well child checks, immunizations, prenatal care, family planning, nutrition services, communicable disease screening (including STD and HIV), and care of acute and chronic medical conditions.

The Homeless Children's Project responds to the demands, by homeless families, for health care. The Homeless Children's project has experienced a continual increase in demand for services since the opening of La Clinica de Buena Salud in March 1993.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of 2 Year Olds Who are Properly Immunized	78%	82%	80%	82%

Significant Changes		FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	4.7		
Costs	\$259,339		
Program Revenue	\$254,357		
Net Revenue Required	\$4,982		

1994-95 Proposed Budget

Primary Care Clinics

Primary Care Clinics Health Department

Description

The eight primary care clinics provide integrated primary health care to low-income county residents in geographically accessible locations throughout the County. Each primary care clinic serves as a major provider of health care to area residents. The clinics provide basic preventive, diagnostic and treatment services; e.g., family planning, birth control, prenatal care, immunizations, well child check-ups, nutrition services, communicable disease screening (including STD and HIV), and care of acute and chronic medical conditions.

The clinics target services to infants and children, women in need of prenatal and family planning services, in addition to providing general primary care to children and adults. The demand for basic health care is increasing but will be eased through our participation in the Oregon Health Plan.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of Babies Whose Mothers Receive Pre-Natal Care Beginning in First Tri-mester (Oregon Benchmark)	46%	63%	63%	80%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	173		
Costs	\$11,316,247		
Program Revenue	\$7,898,232		
Net Revenue Required	\$3,418,015		

1994-95 Proposed Budget

Burnside Clinic

Primary Care Clinics Health Department

Description

Burnside Health Center provides integrated primary health services to culturally diverse, medically indigent, and homeless clients who reside in single room occupancy (SRO) hotels, and on the streets in the West Burnside area of Portland. The clinic is responsible for prevention of illness, promotion of health, and the protection of the community through accessible health services.

Burnside Health Center increases economic and geographic access to basic health care for homeless clients by providing ambulatory primary health care to 2,200 social and medically needy residents of the Old Town area, thereby increasing good health practices among this population. Although the number of homeless persons seeking medical care at Burnside Health Center is increasing, the advent of the Oregon Health Plan makes the stability of this problem difficult to determine.

Burnside Health Center is federally funded, therefore is responsible for grant specific guidelines including serving clients who fit the federal definition of homeless.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% of Burnside Clients that are Properly Immunized for Pneumovax and Tetanus	70%, 58%	80%, 80%	80%, 80%	85%, 80%

Significant Changes

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	9.95		
Costs	\$719,302		
Program Revenue	\$520,682		
Net Revenue Required	\$198,620		

1994-95 Proposed Budget

Coalition Clinics

Primary Care Clinics Health Department

Description

The Coalition Clinics provide basic health care for medically indigent residents of Multnomah County. The Primary Care Division facilitates projects and shares resources to benefit the network of participating volunteer clinics. With the Division's support, the Coalition Clinics provide free and low cost medical services, prescriptions, and specific referrals to county residents who are ineligible for other health care coverage.

The Coalition Clinics have experienced a dramatic increase in demand for services over the past two years, but with the implementation of the Oregon Health Plan, future demand is difficult to predict at this time.

Key Results	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected
% of Coalition Clinic 2 Year	50%	55%	55%	60%
Olds Properly Immunized				

Significant Changes

Budget Changes	1993-94	1994-95	
	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>
Staffing Level	.6		
Costs	\$97,203		
Program Revenue	\$255		
Net Revenue Required	\$96,948		

1994-95 Proposed Budget

Field Services

Health Department

Description

The mission of the field services program is to promote the health and well being of the individuals, families and communities within Multnomah County. Field Services serve clients and families with multiple and complex health needs by visiting clients in homes, schools and other community locations and providing the services of assessment, screening, teaching, advocating counseling, and linking clients and families with community resources.

Field services provides 32,000 home visits annually to 10,534 unduplicated clients with health and social needs. With increased emphasis on collaborative service delivery in neighborhoods, community health nurses utilize their community leadership role in addressing teen parenting, teen pregnancy prevention, child abuse prevention, the effects of alcohol and drugs on pregnant women and children, domestic violence, lack of access to medical care, early identification and treatment of infants at risk for developmental delay, and the needs of the frail elderly. Increasingly, community health nurses address the pervasive effects of violence in the community, effects which have increased exponentially the past several years.

Our field services teams participate in the networks of teen parent services and early intervention services, which both have local area advisory groups.

Action Plan

Significant Changes

FTE's

Dollars

Field Services

Health Department

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		72.05		
Personal Services	\$3,122,892	\$3,636,699		
Contractual Services	\$374,581	\$470,216		
Materials & Supplies	\$633,565	\$987,793		
Capital Outlay	\$9,692	\$10,000		
Total Costs	\$4,140,729	\$5,104,699		
Program Revenues		\$1,526,028		

Net Revenues Required \$3,578,671

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management	\$512,079	\$272,776		
Field Service Teams	\$3,272,770	\$3,715,599		
TeenFamily Support	na	\$401,289		
Family Service Center	\$118,865	\$288,654		
Health Education	\$208,124	\$298,969		
Child Development Center		\$127,412		
Total Costs	\$4,140,729	\$5,104,699		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management		2.5		
Field Service Teams		56.45		
TeenFamily Support		.5		
Family Service Center		5.6		
Health Education		5.5		
Child Development Center		1.5		
Total Staffing		72.05		

1994-95 Proposed Budget

Division Management

Field Services
Health Department

Description

The Field Services Division Administration provides direction, oversight, program development, evaluation, and resource development for four geographically defined field service teams and community outreach units. The organization coordinates services between the Field Division and other community health, social service and other providers. This office seeks and obtains State, Federal and private resources to support effective community based programs. This office is continually assessing field service needs and looking for ways to establish linkages with other health and social service agencies and in some cases to provide the direct health services at the decentralized neighborhood level.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	2.5		
Costs	\$272,776		
Program Revenue	\$60,347		
Net Revenue Required	\$212,429		

1994-95 Proposed Budget

Field Service Teams

Field Services
Health Department

Description

Field Services teams strive to protect and enhance the health of local neighborhoods. Each geographically placed field service team is responsible for the identification, assessment and case management of vulnerable individuals, families and groups including victims of violence. Community Health Nurse assessment, intervention and case management is targeted at higher risk groups such as young pregnant and parenting families, low birth weight babies, formerly incarcerated pregnant women, homeless individuals and families, and families with complex health and social needs. Field services teams provide home visits, group teaching, information and referral, and community advocacy activities. Community health nurses are active participants in local area integration projects.

Field Service teams work with families with complex health and social needs, such as children with multiple health needs and teen parents, to access and utilize health and social services. Increases in teen parenting, teen pregnancy, child abuse, domestic violence, and homelessness result in ever increasing demand for Field Services.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of Visits per FTE	365	370	370	375

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	56.45		
Costs	\$3,715,599		
Program Revenue	\$979,888		
Net Revenue Required	\$2,735,711		

1994-95 Proposed Budget

Health Education

Field Services
Health Department

Description

The Health Education Unit improves the skills and abilities of medical providers and staff in providing health education and health information to clients in our clinics, increases the skills and abilities of clients by providing usable and appropriate educational materials, and attempts to reach all county residents by using mass media and grassroots information networks. The Health Education Unit is responsible for ensuring that quality health educational and informational materials are available for all county residents seeking information and that this material conforms to all the current standards of education and adult learning concepts. The unit provides the following services: consultation in teaching/presentations for various settings, interviews, focus groups, researching of new programs, developing new health education materials and educational aids, maintaining health education systems, marketing and staff training.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Presentations per FTE	34	36	36	36

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	5.5		
Costs	\$298,969		
Program Revenue	\$18,385		
Net Revenue Required	\$280,584		

1994-95 Proposed Budget

Teen Family Support

Field Services
Health Department

Description

The Teen Family Support Program delivers services to teen parents and their families. Teen parents and their children are at risk for health and social problems and need targeted services to support them. By centrally tracking all teen parents, the program reduces duplication of service, manages available resources effectively, ensures quality services and evaluates and coordinates programs. This program provides intake, assessment, referral, and case management services to the approximately 1,100 teens giving birth this year in Multnomah County. The program includes three separate but coordinated elements:

- assessment and referral to the appropriate case management agency, which is provided by a Community Health Nurse, in the home, clinic or school before birth, or at birth in the hospital.
- case management, support groups, and interactive parent education, which is provided by non-profit community agencies.
- systems coordination implemented through the Teen Family Services Coordinator.

The number of teen parents has continued to rise in the county, as it has in the nation.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
\$ per Teen Mothers Assessed for Health, Social, and Parenting Needs	\$683	\$486	\$486	\$450

Significant Changes

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	.5		
Costs	\$401,289		
Program Revenue	\$58,304		
Net Revenue Required	\$342,985		

1994-95 Proposed Budget

Family Service Center

Field Services
Health Department

Description

The purpose of the Family Service Center project is to develop a neighborhood based system of services addressing child health and maternity needs in the Brentwood-Darlington neighborhood. The program is responsible to develop a four-year community plan, collaborate with Portland Impact to establish the community family center, and provide preventive clinical and home visit services to pregnant women and families with young children in the neighborhood. The services available through home visits and clinics done by community health nurses and family health workers include well child screenings, immunizations, prenatal care, pregnancy testing, WIC services,] basic support and health teaching, developmental screenings, and referral to other needed resources.

The rates of inadequate prenatal care and infant mortality have been higher in Brentwood-Darlington than the county average.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of Women and Children served per FTE	70	80	80	90

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	5.6		
Costs	\$288,654		
Program Revenue	\$283,107		
Net Revenue Required	\$5,547		

1994-95 Proposed Budget

Dental Services

Health Department

Description

The Mission of the Dental Services Division is to improve the oral health and thereby the quality of life of Multnomah County residents. The Division is responsible for facilitating the delivery of dental services to County residents who are at-risk, low income, and the under-served (including direct provision of dental services), providing primary preventive dental services, and monitoring the prevalence of oral disease among Multnomah County residents. The Division through its dental clinics and School/Community dental services provides routine and urgent dental care, and preventive dental services to targeted at risk County residents.

The Division addresses the following needs:

- An estimated 350,000 County residents are without dental insurance, and therefore have limited access to dental care (estimate determined by applying the national rate of 60% without dental insurance to County population)
- Dental surveys conducted every three years show high rates of dental disease in both children and adults. Fifty-six percent of 6-8 year old Multnomah County elementary school children have a history of tooth decay and five percent require urgent care for relief of pain and infection--rates are higher for minority children; Forty-six percent of 10-12 year old Multnomah County school children have experienced tooth decay in their permanent teeth--rates are higher for minority children
- Sixty-seven percent of underserved adults have active decay and seventy-nine percent need dental treatment.

Among Multnomah County children as a whole, rates of dental disease are decreasing, although among low income and minority children rates are staying the same. Rates of dental disease among adults are staying the same. Access to dental care for adults has worsened since the elimination of adult dental benefits by Medicaid recipients in 1991.

Action Plan

Significant Changes

FTE's

Dollars

Dental Services

Health Department

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		35.8		
Personal Services	\$1,612,779	\$1,780,032		
Contractual Services	\$300,128	\$327,769		
Materials & Supplies	\$494,590	\$629,899		
Capital Outlay	\$5,935	0		
Total Costs	\$2,413,432	\$2,737,700		
Program Revenues		\$1,449,380		

Net Revenues Required \$1,288,320

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Dental Health Officer	\$408,006	\$432,760		
Dental Clinics	\$1,708,705	\$1,946,541		
School&Community Dental	\$296,722	\$358,399		
Total Costs	\$2,413,432	\$2,737,700		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Dental Health Officer		.9		
Dental Clinics		29.00		
School&Community Dental		5.9		
Total Staffing		35.8		

Division Management

Dental Services
Health Department

Description

The mission of Division Management is to insure that clinical programs (Dental Clinics and School/Community Program) are operated productively and with a high quality of services, to monitor the dental health of the community, and to coordinate community dental needs with community resources, including department resources. The Division Management is responsible to serve as a resource for information about oral health issues that effect county residents, monitor the prevalence of oral disease, facilitate the delivery of dental care to at-risk populations, and provide managerial oversight to the Dental Division Clinics and School/Community Dental Services program. Activities include development and monitoring of dental policies, quality assurance practices, program development and evaluation, personnel management, budget administration, clinic administration and client relations, and liaison efforts with local private and public sector dental resources.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level		.9	
Costs	\$432,760		
Program Revenue	\$279,000		
Net Revenue Required	\$153,760		

1994-95 Proposed Budget

School & Community Dental Services

Dental Services
Health

Description

The School/Community Dental Services' program mission is to improve the oral health of Multnomah County school age children and other at-risk county residents. The School/Community Dental Services program is responsible for providing primary preventive dental services to students in 291 targeted Multnomah County Elementary and Middle schools. The program provides oral screenings, oral wellness education, fluoride supplements and dental sealants.

This program addresses the problem of dental disease, especially caries, in County children (50% of 6-8 year olds have caries; and 46% of 10-12 year olds have caries in permanent teeth) by providing dental sealants, fluoride supplements, education and screening/referral. The problem is dental caries in children in general is decreasing, however the rate among low-income and minority children is staying the same.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of 6-8 Year Olds Caries Free	50%	na*		

* survey conducted every three years

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	5.9		
Costs	\$358,399		
Program Revenue	\$14,589		
Net Revenue Required	\$343,810		

1994-95 Proposed Budget

Dental Clinics

Dental Services Health Department

Description

The Dental Clinics' mission is to reduce the level of untreated dental disease in low-income under-served Multnomah County residents. The Dental Clinics are responsible for providing access to urgent and routine dental care services to county residents who have no other access to dental care. The Dental Clinics provide urgent care services for adults and children (relief of pain, infection, bleeding and trauma; including diagnosis, extractions, fillings), and routine dental care to children and medically compromised adults (including diagnosis, preventive and restorative services).

Dental Clinic services address the problem of lack of access to dental care for low-income and uninsured (including Medicaid) County residents (an estimated 350,000 County residents have no dental insurance, and therefore limited access to care).

The problem of lack of access to dental care services for County residents is increasing.

				1992-93	1993-94	1993-94	1994-95
Key Results				Actual	Adopted	Estimated	Projected
Dental Relative Value Units per FTE				2184	2220	2341	2482

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	29.00		
Costs	\$1,946,541		
Program Revenue	\$1,128,038		
Net Revenue Required	\$818,503		

1994-95 Proposed Budget

Services and Support

Health Department

Description

The Support Services Division provides diagnostic, pharmaceutical and ancillary health services required to meet the health needs of the client population. This division is responsible for the operation of laboratory services, pharmacy services, medical supplies/forms/pamphlets, health education training and classes, information and referral services, medical records management, staff training, and coordination of facilities management. Some activities include performing diagnostic laboratory testing, dispensing medications, providing health education to clients and operating an information and referral service.

The support programs meet the needs of the Department in the special areas identified. The need for the above mentioned services is increasing based upon increased client activities throughout the Department.

Action Plan

Significant Changes

FTE's

Dollars

Services and Support

Health Department

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		50.20		
Personal Services	\$2,324,583	\$2,321,719		
Contractual Services	\$255,946	\$573,320		
Materials & Supplies	\$2,690,655	\$3,127,155		
Capital Outlay	\$51,431	\$87,404		
Total Costs	\$5,322,615	\$6,109,598		
Program Revenues		\$2,528,913		

Net Revenues Required \$3,580,685

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management	\$1,402,995	\$1,173,309		
Pharmacy	\$1,874,751	\$2,342,350		
Laboratory	\$889,186	\$1,304,956		
Information&Referral	\$475,044	\$480,127		
Health Supply	\$680,301	\$808,856		
Health Information Systems				
Business Services				
Total Costs	\$5,322,615	\$6,109,598		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Management		12.50		
Pharmacy		12.40		
Laboratory		14.00		
Information&Referral		6.80		
Health Supply		4.5		
Health Information Systems				
Business Services				
Total Staffing		50.20		

1994-95 Proposed Budget

Division Management & Administrative Services

Services and Support
Health Department

Description

Support Services Division management has the mission of directing the division in providing necessary services in an efficient and least costly manner. Management oversees Support Services by setting output and service delivery goals and resolving problems in achieving those goals. Division management meets with the program management team to evaluate service needs, goals, and problems.

Division Management and Administrative Services has experienced an increasing demand not only for services supporting field and clinical programs, but also from infrastructure issues such as; purchasing, data systems, contracting, OSHA, risk management/safety, and facilities management.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	12.5		
Costs	\$1,173,309		
Program Revenue	\$464,727		
Net Revenue Required	\$708,582		

1994-95 Proposed Budget

Pharmacy Services

Services and Support
Health Department

Description

Pharmacy Services provides medications and pharmaceutical counseling and education to county clinic clients and is available to medical staff for pharmaceutical consultation and information. Pharmacy Services is responsible for supporting the provision of medication dispensing services in all county clinics. Six pharmacies are staffed and operated in county clinics to provide medications to all eligible county clinic clients.

Medications is an integral part of the total care of patients and with medications becoming increasingly expensive, patients are often not able to afford the drugs to treat their medical problems. As medication costs rise and new, innovative (and generally more expensive) drugs are marketed, there is a problem in obtaining quality health care for many clients in that they cannot afford medical treatment in the form of prescription medication.

Pharmacy Services must comply with the Oregon State Board of Pharmacy Administrative Rules in its operation of County pharmacies.

Key Results		1992-93	1993-94	1993-94	1994-95
		Actual	Adopted	Estimated	Projected
Number of	Prescriptions	11,532	11,400	11,900	12,100
dispensed per FTE					

Significant Changes FTE's Dollars

Budget Changes	1993-94	1994-95	Change
	<u>Adopted</u>	<u>Budget</u>	
Staffing Level	12.4		
Costs	\$2,342,350		
Program Revenue	\$747,866		
Net Revenue Required	\$1,594,484		

1994-95 Proposed Budget

Laboratory Services

Services and Support Health Department

Description

The Laboratory Section provides testing of client and environmental specimens for the Department. It tests specimens for a variety of medical conditions and does environmental surveillance at known or actual problem areas (such as the Blue Lake Swim Center). This section also monitors many units (clinics) for quality assurance in their testing.

This section responds to requests for testing or other requirements from clinics, the Communicable Disease office, the Environmental Health Unit, the Health Officer, the State Health Division, and the Federal Government .

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of tests of Client	10,757	11,142	11,142	11,570
Specimens per FTE				

Significant Changes

FTE's Dollars

Budget Changes

	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	14.00		
Costs	\$1,304,956		
Program Revenue	\$332,394		
Net Revenue Required	\$1,637,350		

1994-95 Proposed Budget

Information & Referral Services

Services and Support
Health Department

Description "Information & Referral Services" \12

This service links County residents in need of human services to the existing resources in the community by giving information about and referrals to human services through a team of information and referral specialists. Additionally, this unit researches what health care services are offered in the community with a focus on low income or uninsured persons. This service exists to help residents locate human services that match their needs. During the year it also operates the Emergency Medications Project which assists residents in filling prescriptions for medications when they lack money to do so themselves. Under contract with the State Health Division and the Office of Medical Assistance, this unit also operates a statewide health care referral service intended to help low income and Medicaid-eligible women, children and teenagers access health care services in their local communities.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of Human Services Referrals per FTE	6,955	7,132	7,350	7,940

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	6.8		
Costs	\$480,127		
Program Revenue	\$264,910		
Net Revenue Required	\$215,217		

1994-95 Proposed Budget

Health Supply

Services and Support Health Department

Description

Health Supply manages the system for ordering and procurement of medical supplies not stocked in Central Stores at the most economical price and in a timely manner for all Health Department locations. It works with clinical staff to define products needed, calls vendors for prices, completes the requisition process and authorizes payments for invoices. It manages the health education materials and forms inventory and control system for the department., orders, stocks, and distributes forms and health education materials. It also manages the Family Planning consolidated purchasing and distribution system for the State Health Division, serving the whole state by leveraging significant price reductions on Family Planning Program inventory. Finally, it manages the department's Medical Equipment Maintenance System contract which supports both regular and emergency maintenance of key medical equipment throughout the system.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of Health Supply Orders Filled per FTE	812	794	850	900

Significant Changes

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	4.5		
Costs	\$808,856		
Program Revenue	\$549,405		
Net Revenue Required	\$259,451		

1994-95 Proposed Budget

Business & Administrative Services

Health

Description

The Business Services Division is responsible for financial management, personnel, and data processing support to the operational divisions of the Health Department. It accounts for grants; bills third party payers including Medicaid; pays charges resulting from referrals to specialists; does recruitment, and payroll; develops and maintains computer applications providing needed management information; and provides for special personnel needs of medical operations.

Action Plan

Significant Changes

FTE's

Dollars

Business & Administrative Services

Health

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		25.50		
Personal Services	\$835,976	\$1,127,530		
Contractual Services	\$113	\$40,500		
Materials & Supplies	\$189,707	\$391,481		
Capital Outlay	\$6,146	0		
Total Costs	\$1,031,942	\$1,559,511		
Program Revenues		\$446,179		

Net Revenues Required \$1,113,332

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Grants Accounting	\$249,640	\$252,154		
Accounts Payable	\$214,381	\$358,488		
Accounts Receivable	\$186,118	\$287,303		
Human Resources	\$171,437	\$260,122		
Health Information Systems	\$1,443,691	\$401,444		
Total Costs	\$2,265,267	\$1,559,511		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Grants Accounting		4.00		
Accounts Payable		6.00		
Accounts Receivable		5.00		
Human Resources		5.00		
Health Information Systems		6.50		
Total Staffing		26.5		

1994-95 Proposed Budget

Division Management

Business & Administrative Services
Health Department

Description

The Business Services Administration section is responsible for providing management and policy development for the Accounting, Personnel, Accounts Payable, Accounts Receivable, Contracting and Information Services functions of the Health Department. The unit manages day to day operations and the development of operational improvements to the business functions that support the operational divisions of the Health Department.

Business & Administrative Services

Grants Management & Accounting Health Department

Description

The Grants Management and Accounting section is responsible for monitoring Federal and State grants; maximizing revenues collected; and specialized accounting systems in the Health Department. The unit tracks and matches grant revenues and expenditures; develops and prepares required reports to grantors; produces reports for managers; and develops accounting controls.

Discretion is limited by accepted accounting procedures, Federal and State grant tracking and reporting requirements, and by OMB circulars A-87, A-133(Federal audit requirements).

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of Grant Awards Collected	96%	97%	97%	97%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	4.00		
Costs	\$252,154		
Program Revenue	\$37,619		
Net Revenue Required	\$214,535		

1994-95 Proposed Budget

Business & Administrative Services

Medical Claims Processing

Health Department

Description

Accounts Payable is responsible for processing claims for payment for services that medical specialists provided to County clients on a referral basis. The unit receives, researches, authorizes payment; files PCO, REEP, and HealthSource claims received from medical providers who serve Department clients, and reconciles the Department's management information system to the County's LGFS accounting system.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of Medicaid Bills Processed Within 30 Days	85%	90%	90%	90%

Significant Changes

	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>
Staffing Level	6.00		
Costs	\$358,488		
Program Revenue	\$220,870		
Net Revenue Required	\$137,618		

1994-95 Proposed Budget

Business & Administrative Services

Medical Billings & Receivables

Health Department

Description

Accounts Receivable and Medical Billing is responsible for billings to patients, insurance companies, and Medicaid/Medicare, and for collections for the Department. The unit trains and assists clinic staff in the proper collection of fees and processing of cash, reconciles, codes, and deposits receipts daily, and coordinates with staff, clients, and insurance companies to ensure the maximum collection of revenue.

Funding for services provided with Federal and State grants requires active pursuit of payment for services provided from patients.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
% of Medicaid Bills Processed Within 30 Days	85%	90%	90%	90%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	5.00		
Costs	\$287,303		
Program Revenue	\$98,389		
Net Revenue Required	\$188,914		

1994-95 Proposed Budget

Personnel & Payroll

Health Department

Description

Human Resources is responsible for recruiting, examination, and position control functions for the Health Department. The program provides technical assistance to managers in dealing with employee problems represents the Department at the County level on personnel issues, logs and corrects payroll expenditure codes for employees, analyzes vacant positions for proper classification, language, and FTE requirements, coordinates payroll with Department timekeepers, and sends transfer notices.

Human Resources manages the selection process for 100 positions annually, with the greatest volume in Nurses and Office Assistants. Personnel functions are provided in support of 900 total employees filling 740 positions(FTE). The number of Health employees has increased from----- in 1990 to 900 currently and is expected to increase by as many as 50 with the CareOregon Plan.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% of Vacancies Posted within 1 Week of Notification by Hiring Authority	85%	87%	90%	95%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	5.00		
Costs	\$260,122		
Program Revenue	\$25,399		
Net Revenue Required	\$234,723		

 1994-95 Proposed Budget

Business & Administrative Services

Health Information Systems Health Department

Description

This section is responsible for supporting the diverse data needs of all other sections and divisions of the Health Department. It maintains, enhances, and operates the mainframe based Health Information System, supports the 350 terminals, printers, and personal computers the department uses, directs the activities of four programmer analysts, trains department staff, maintains user documentation, and fills *ad hoc* data requests.

Studies have shown Medical applications to be more than four times as information intensive as financial applications. This, coupled with demands made by the Department's funding sources for expenditures data, results in ---- work orders annually for Information Services. With the advent of CareOregon and the Oregon Health Plan, plus the implementation of Clinton's health plan, these demands are likely to increase.

Key Results				1992-93	1993-94	1993-94	1994-95
				Actual	Adopted	Estimated	Projected
Work Requests	Filled	per		3.7	3.6	4.2	4.2
\$10,000 of costs							

Significant Changes FTE's Dollars

Budget Changes		1993-94	1994-95	
		<u>Adopted</u>	<u>Budget</u>	<u>Change</u>
Staffing Level		6.5		
Costs		\$401,444		
Program Revenue		\$43,773		
Net Revenue Required		\$357,671		

1994-95 Proposed Budget

Corrections Health

Health Department

Description

The Corrections Health Division provides health care to incarcerated adults and juveniles. The division is responsible for the provision of acute medical, dental and psychiatric services to the incarcerated population. These services include screening, assessment, triage, treatment, emergency response, and health education.

The Corrections Health Division is the sole health care provider for the incarcerated population, the majority of whom have had minimal or no access to medical, psychiatric or dental services prior to arrest and present the staff with acute and chronic problems including communicable disease and substance abuse. As the crime incidence continues to grow, bookings have increased an average of 5% per year, with an even larger corresponding increase in identified health problems requiring intervention.

The Division is regulated by Oregon Statutes ORS 169.076, 169.077, 169.760, 169.080 and professional licensure rules and regulations and is in compliance with national standards for correctional health services in jail and juvenile facilities.

Action Plan

Significant Changes

FTE's

Dollars

Corrections Health

Health Department

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels		66.1		
Personal Services	\$3,479,259	\$3,779,021		
Contractual Services	\$601,196	\$597,641		
Materials & Supplies	\$492,270	\$561,781		
Capital Outlay	\$36,214	0		
Total Costs	\$4,609,418	\$4,938,443		
Program Revenues	\$1,363,033	\$1,572,595		
Net Revenues Required	\$3,246,385	\$3,365,848		
Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Clinical Services	\$4,517,148	\$4,733,216		
Mental Health	\$92,000	\$92,000		
Division Management	na	\$113,227		
Total Costs	\$4,609,148	\$4,938,443		
Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Clinical Services		62.32		
Mental Health		1.58		
Division Management		2.20		
Total Staffing		66.10		

Program Management

Corrections Health
Health Department

Description

Corrections Health Division Management is responsible for program development, implementation and evaluation of the delivery of mandated health care services to incarcerated adults and juveniles. It accomplishes these responsibilities by developing policies and procedures, supervising personnel, and multidisciplinary coordination with community agencies and resources.

The program addresses the need to minimize Multnomah County's liability by maintaining community standard care and adhering to state law, as dictated by ORS 169.076, 169.077, 169.760, 169.080. The number of legal challenges increase yearly. Adherence to national and community standards continues to minimize the fiscal impact to Multnomah County.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	2.20		
Costs	\$113,227		
Program Revenue			
Net Revenue Required	\$113,227		

1994-95 Proposed Budget

Clinical Services

Corrections Health
Health Department

Description

Clinical Services provides acute medical and dental care to Multnomah County's incarcerated population. These services include communicable disease screening, medical and dental assessment, triage and treatment, emergency response, and health education. Clinical Services also addresses the need for detection and management of clients with communicable diseases (TB, STDs, HIV disease), for early prenatal screening and treatment, and for detoxification of inmates who are under the influence of multiple drugs and alcohol.

Comprehensive medical screening at booking identifies an increasing number of clients requiring complex medical interventions.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Screening and Identification of Communicable Disease Among Incarcerated Adults and Children per FTE	118	118	120	120

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	62.32		
Costs	\$4,733,216		
Program Revenue	\$1,572,595		
Net Revenue Required	\$3,160,621		

1994-95 Proposed Budget

Mental Health Care

Corrections Health
Health Department

Description

Mental Health Services provides psychiatric care to incarcerated adults and juveniles, as mandated by Oregon law. The service is responsible for suicide prevention, crisis intervention and identification and treatment of acute and chronic mentally ill adults and juveniles incarcerated in Multnomah County. Activities include coordination with Probate Court for mental health commitments, community referrals, patient advocacy, liaison between courts, community mental health centers, families, client attorneys, and the District Attorney's Office, medication management, intervention in crisis situations, and ongoing counseling for substance abuse, Post Traumatic Stress Disorder, depression, etc.

Mental Health Services are required to deal with adults and juvenile offenders who are often violent, frequently have suicidal thoughts and gestures, and who are booked into custody most often with chemical substances in their systems (80% according to the Duff Study). 15% of offenders have a diagnosed mental illness upon incarceration. These problems continue to increase, as community resources are diminishing.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Early Intervention of Mental Illness/Chemical Dependency of Incarcerated Adults and Juveniles per FTE	3,165	3,165	3,165	3,165

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	1.58		
Costs	\$92,000		
Program Revenue			
Net Revenue Required	\$92,000		

1994-95 Proposed Budget

Environmental Services

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels	553.10	585.85		
Personal Services	26,879,581	29,623,462		
Contractual Services	5,114,555	13,031,184		
Materials & Supplies	21,647,987	26,817,419		
Capital Outlay	14,898,443	75,196,517		
Total Costs	68,540,566	144,668,582		
Program Revenues	50,977,984	124,046,802		

Net Revenues Required 17,562,582 20,621,780

Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
DES Administration	323,273	437,783		
Land Use Planning	559,832	728,515		
Facilities & Property Mgmt	24,034,716	82,285,299		
Animal Control	1,938,856	2,294,161		
Fleet, Records, Electronics, Distribution	4,978,225	5,842,113		
Transportation	16,200,680	30,631,870		
Assessment & Taxation	9,309,477	10,287,554		
Elections	2,788,802	2,996,256		
Information Services	8,406,705	9,165,031		
Total Costs	68,540,566	144,668,582		

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
DES Administration	5.07	6.50		
Land Use Planning	9.14	10.50		
Facilities & Property Mgmt	73.38	73.55		
Animal Control	39.81	42.00		
Fleet, Records, Electronics, Distribution	37.38	41.80		
Transportation	171.15	174.50		
Assessment & Taxation	144.24	155.00		
Elections	15.99	16.00		
Information Services	56.94	66.00		
Total Staffing	553.10	585.85		

Description

The mission of the Director's Office is to provide leadership, policy direction, coordination, community involvement and effective management support to its operating divisions to ensure the effective delivery of the department's diverse services. The Director's Office has department-wide responsibility for: budget and financial management, employee development and training, labor relations, contracts and purchasing administration, affirmative action, citizen involvement and intergovernmental relations. The major activity areas of the Director's Office are to: provide strategic direction to departmental programs, authorize all personnel actions, establish financial management policy, coordinate the department's annual budget development, monitor service quality and customer satisfaction, administer labor agreements, act as liaison to County Administrative Procedures, Executive Orders and all local, state and federal laws, expand citizen involvement, achievement of departmental affirmative action goals and increase cross cultural awareness and sensitivity department wide.

Action Plan

Significant Changes

FTE's

Dollars

Director's Office

Environmental Services

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels	5.07	6.50		
Personal Services	290,727	371,472		
Contractual Services	1,841	32,124		
Materials & Supplies	28,699	34,187		
Capital Outlay	2,006	0		
Total Costs	323,273	437,783		
Program Revenues	174,000	148,000		
Net Revenues Required	149,273	289,783		

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
DES Administration	323,273	437,783		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
DES Administration	5.07	6.50		

Description

The mission of Land Use Planning is to conserve the natural resources of Multnomah County and to protect the health, safety and general welfare of the citizens of the County through the development and implementation of long range land use plans and ordinances. The Division's four major activity areas are: Long Range Planning, the Columbia River Gorge National Scenic Area, Current Planning and Zoning Code Enforcement for the unincorporated areas of Multnomah County. Long Range Planning is responsible for the development of land use plans and program as mandated by the State; the Columbia River Gorge National Scenic Area activities control land development within the Scenic Area in accordance with Federal requirements; Current Planning reviews land use, building permits, land division and design review applications as required by state law; and Code Enforcement responds to citizen complaints regarding zoning code violations.

There are approximately 258 square miles (approximately 60% of the total county area) in the unincorporated portion of Multnomah County. Land development continues to convert rural resource lands to non-resource uses. These land development pressures have increased in the past few years and will continue to in the foreseeable future.

Action Plan

Land Use Planning

Environmental Services

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% Rural Area Plan Complete				
% Periodic Land Use Review Complete	20%	100%		
% Code Violations Resolved				

Significant Changes

FTE's Dollars

Budget Trends

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels	9.14	10.50		
Personal Services	460,189	541,626		
Contractual Services	40,829	106,315		
Materials & Supplies	55,454	79,853		
Capital Outlay	3,360	721		
Total Costs	559,832	728,515		
Program Revenues	128,445	136,304		

Net Revenues Required 431,387 602,211

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Land Use Planning	559,832	728,515		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Land Use Planning	9.14	10.50		

Facilities & Property Mgmt Environmental Services

Description

The mission of this division is to pro-actively and aggressively plan, maintain, operate, and manage all County owned/leased properties and capital assets in a safe, accessible, and cost effective manner. The division is responsible for facilities operations and maintenance, property management, tax foreclosed property maintenance and capital improvement projects. The division provides cleaning, electrical, mechanical and carpentry maintenance, repair, remodeling and construction services; manages the purchase, sale and leasing of buildings, parking lots and other county land holdings; monitors and pays county utility charges.

Multnomah County has over 3,000 employees and 124 owned and leased properties with over 2 million square feet for which we provide direct and/or indirect services. The division provides 24 hour, seven day per week service to many diverse programs in aging facilities with limited resources.

The services provided by the division are regulated by a multitude of local and state laws and building, fire-life-safety and health codes as well as federal mandates such as ADA requirements, the elimination of chlorofluorocarbons, asbestos, PCB's, underground storage tanks, OSHA, OROSHA, etc.

Action Plan

Significant Changes

FTE's

Dollars

Facilities & Property Mgmt Environmental Services

Budget Trends	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Staffing Levels	73.38	73.55		
Personal Services	3,522,169	3,701,382		
Contractual Services	3,665,618	10,930,734		
Materials & Supplies	6,713,848	9,951,721		
Capital Outlay	10,133,081	57,701,462		
Total Costs	24,034,716	82,285,299		
Program Revenues	15,424,467	72,400,108		

Net Revenues Required 8,610,249 9,928,712

Costs by Activity/Service	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management	301,765	396,114		
Facilities Maint & Utilities	6,495,363	7,115,495		
Facilities Custodial	1,134,439	1,283,007		
Property Management	2,790,700	5,221,009		
Tax Title Land Sales	1,710,220	2,136,250		
Capital Improvement Program	11,590,595	65,541,746		
Natural Areas Acquisition	11,634	591,678		
Total Costs	24,034,716	82,285,299		

Staffing by Activity/Service	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management	5.88	6.00		
Facilities Maint & Utilities	45.05	45.00		
Facilities Custodial	12.46	12.55		
Property Management	1.00	1.00		
Tax Title Land Sales	3.99	4.00		
Capital Improvement Program	5.00	5.00		
Natural Areas Acquisition	0.00	0.00		
Total Staffing	73.38	73.55		

Division Management

Facilities & Property Management
Environmental Services

Description

The purpose of Division Management is to provide Management administration and centralized support for Facilities and Property Management.

Division Management is responsible for overseeing divisional compliance with established rules, policies and procedures, assisting other section managers, department staff, elected officials and court personnel, purchasing for countywide facilities and property operations and maintenance supplies and other commodities, preparing and processing contracts and payroll, coordinating personnel records and activities, preparing payment vouchers, preparing accounts receivable invoices and collection of same, performing word processing functions, reception services, facility repair dispatch, managing and maintaining the internal cost tracking system, maintaining financial records, and coordinating the budget process.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

6.00

Costs

396,114

Program Revenue

133,036

Net Revenue Required

263,078

Facilities & Property Management Environmental Services

Facilities Maint & Utilities

Description

Facilities Maintenance provides for a safe, cost effective environment conducive to the needs of all County, State and public programs utilizing County-owned and leased facilities and property. Maintenance program responsibilities are; facility operations; mechanical, electrical and architectural maintenance; improvements, alterations and building repairs of all County-owned and leased-managed facilities and property; 24 hour per day, 7 day per week emergency building repairs; many other special services such as indoor air quality, asbestos abatement, environmental assessments and abatement for County programs in all County-owned and lease facilities and property; and monitoring and paying utility costs in owned and leased County facilities and property.

Facilities Maintenance is responsible for maintenance of 2.3 million square feet of County owned and leased real property in 124 facilities.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Customer Satisfaction	98.7%	99%	99%	99%
Cost to Maintain County Facility per Square Foot				
Emergency Response Time				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	45.00		
Costs	7,115,495		
Program Revenue	3,415,894		
Net Revenue Required	3,699,601		

Facilities Custodial

Facilities & Property Management Environmental Services

Description

The purpose of Facilities Custodial Section is to ensure County facilities/properties are maintained in a safe, clean, sanitary and aesthetically pleasant manner while preserving the capital investment made in County facilities/properties. Major program responsibilities are custodial, window cleaning, parking-lot and landscape maintenance/repair, County-wide recycling; and Facilities refurbishment. Activities include managing service contracts for custodial, windows, refuse/recycle, pest control, carpet cleaning and responding to refurbishment and move requests by utilizing in-house staff and contractors to meet the needs of the client while assuring compliance to County established purchasing procedures and set standards.

The Facilities Custodial section directly responds to the requirement to provide all people who use County owned or operated facilities with clean, safe and sanitary conditions to assist in limiting the spread of disease and provide an acceptable working environment for employees.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Customer Satisfaction				
Custodial Cost per Sq Foot				
Percent of Waste Recycled				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	12.55		
Costs	1,283,007		
Program Revenue	430,903		
Net Revenue Required	852,104		

Property Management

Facilities & Property Management

Environmental Services

Description

Property Management seeks to accomplish the acquisition of the highest quality real property suitable for County operations within available financial resources and to achieve maximum revenue or other public benefit from sale or lease of surplus real property. The Property Management program acquires real property suitable for use by various agencies of Multnomah County by purchase or lease at reasonable cost; administers approximately 50 lease and other agreements for use of real property and sells surplus real property.

This program acquires and manages approximately 2.3 million square feet of County owned and leased real property to provide appropriate facility space for County programs.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Occupancy Rate of County Owned Facilities	96.87%	95.0%	96.25%	96.25%
Rental Cost of Facilities	\$10.21/sq ft	\$10.62/sq ft	\$10.45/sq ft	\$11.04/sq ft
County Leased Facilities Space Per Occupant	381 sq ft	400 sq ft	380 sq ft	390 sq ft
Rental Revenue of Owned Facilities	\$8.76/sq ft	\$9.11/sq ft	\$9.00/sq ft	\$9.48/sq ft

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	1.00		
Costs	5,221,009		
Program Revenue	2,552,261		
Net Revenue Required	2,668,748		

Tax Title Land Sales

Facilities & Property Management
Environmental Services

Description

The Tax Title Land Sales (Maintenance) program maintains real property acquired by Multnomah County as a result of tax foreclosure to preserve and enhance its value, safety and appearance for neighborhood benefit providing a community service by eliminating eyesores and maximizing neighborhood potential. Tax Title inspects, secures and maintains structures and maintains grounds on a revolving property inventory averaging approximately 700 parcels; demolishes dangerous structures; conducts auction sales of the properties; and identifies and reports instances of occupants whose circumstances may warrant special assistance.

Tax foreclosed property must be maintained until disposition of the property is completed.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Cost Per Parcel of Tax Title Real Property Maintenance	\$235.96	\$238.00	\$238.00	\$247.50

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	4.00		
Costs	2,136,250		
Program Revenue	2,136,250		
Net Revenue Required	0		

Capital Improvements

Facilities & Property Management

Environmental Services

Description

The Capital Improvements (CIP) Program is responsible for making County facilities functionally efficient, structurally sound, and mechanically updated. Major program areas are major maintenance, remodeling and new construction. The Program plans, prioritizes, and manages construction and major repair projects for all County-owned buildings; manages biddable building construction projects for all budgets (Sheriff, Health, Bonds, etc.); provides countywide space planning coordination; provides or facilitates professional design or analysis services; and assists in the analysis of space needs including size, location, layout, and cost.

This program exists to increase the long-term effectiveness of occupying space for the County's services. The major current problems are dealing with deferred maintenance and new mandates such as ADA and structural concerns.

Many state or federal laws limit our discretion, including ADA, OSHA rules, the Building Code, the City's Title 24 Building Regulations, Zoning Ordinances, Public Bidding Rules and BOLI regulations, and state laws on provision of courts space.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Project Management Costs	0.9%	0.5%	0.6%	0.9%
Buildings Accessible by ADA Requirements	0%	0%	0%	20%
% of Actual Project Costs Compared to Project Estimates				

Significant Changes

FTE's

Dollars

Budget Changes

Staffing Level

Costs

Program Revenue

Net Revenue Required

1993-94

Adopted

1994-95

Budget

Change

5.00

65,541,746

63,096,544

2,445,202

Facilities & Property Management Natural Areas Acquisition Environmental Services

Description

The responsibility of the Natural Areas Protection and Management Section is to implement adopted County policy as contained in the "Natural Areas Protection and Management Plan." The types of activities provided under this section include acting as an advocate for the protection, preservation and enhancement of the natural area system identified by the plan, funding for environmental education efforts, acquiring through purchase or other means natural area sites of county-wide or region-wide significance, developing cooperative projects for the protection and restoration of natural area sites, and participating in or monitoring planning projects and land use issues which impact natural area systems.

Rapid growth throughout the region and citizens' desire to maintain a high quality of life make plan implementation a county-wide objective.

Federal and state laws require the County to protect significant natural areas, satisfy recreational needs of citizens, maintain air and water quality. Implementation of the Natural Areas Protection and Management Plan contributes to compliance with a variety federal and state mandates.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Scheduled Project Elements Completed on Time				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	0.00		
Costs	591,678		
Program Revenue	591,678		
Net Revenue Required	0		

Animal Control

Environmental Services

Description

The mission of this division is to protect people and animals through the promotion and enforcement of responsible animal ownership. The division is responsible for Field Services, Animal Care Services, Pet Licensing Services, and community education for all incorporated and unincorporated areas of Multnomah County. The Field Services program enforces the community's animal ownership ordinances that protect people and animals; the Animal Care Services program operates an animal shelter for lost, stray and unwanted animals; the Pet Licensing program administers a pet license identification system; the Division Management and Community Education program provides information, education and services in the area of responsible animal ownership.

Multnomah County is a high-density, metropolitan area with an estimated population of 250,000 dogs and cats, which create a myriad of animal-related problems and service needs. As the community grows, the demand for services expands.

The division provides State mandated services related to Rabies and nuisance enforcement, dog licensing and maintenance of an animal shelter (ORS 609 and ORS 433).

Action Plan

Significant Changes

FTE's

Dollars

Animal Control

Environmental Services

Budget Trends	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Staffing Levels	39.81	42.00		
Personal Services	1,573,220	1,807,498		
Contractual Services	125,384	146,300		
Materials & Supplies	235,843	243,863		
Capital Outlay	4,409	96,500		
Total Costs	1,938,856	2,294,161		
Program Revenues	868,405	1,384,806		

Net Revenues Required	1,070,451	909,355		
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Costs by Activity/Service	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management and Community Education				
Field Services				
Pet Licensing Services				
Animal Care Services				
Total Costs				

Staffing by Activity/Service	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management and Community Education				
Field Services				
Pet Licensing Services				
Animal Care Services				
Total Staffing				

Division Mgmt & Community Ed Environmental Services

Description

The Division Management and Community Education activity provides overall Division management and provides programs to increase the public's awareness and commitment to responsible animal ownership - utilizing effective information, education and motivational methods. The major program responsibilities are increase the community's awareness of Animal Control programs and services - such as Field services, Shelter services, Pet Licensing, and Spay/Neuter services; and, motivate the community to greater responsible animal ownership through media stories, advertizing and community presentations.

Each year the Division's services and programs are the focus of more than one-hundred media stories, as well as requested to provide hundreds of community and school presentations. As the population grows, along with the popularity of pet ownership, requests for information is expanding.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Revenues Generated vs. Operational Program Costs				
Customer Satisfaction				
Alternative/Volunteer Labor Hours	1,250		1,500	2,000

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Field Services

Animal Control
Environmental Services

Description

The Field Services program provides timely response and effective resolution to animal-related emergencies and neighborhood problems involving animal ownership. Major program responsibilities are 24-hour response to immediate public safety emergencies involving dangerous dogs; 24-hour rescue of injured, sick or abused animals involved in life-threatening emergencies; assist neighborhoods in resolving animal-related problems through education, mediation and ordinance enforcement; impound stray, lost or abandoned dogs held by people at their homes; protect the community from serious injury by regulating the ownership of potentially dangerous dogs; remove and dispose of dead animals off of all streets and roads; and, investigate and quarantine animals that have bitten people or are suspected of rabies.

Each year the Field Services program responds to 20,000 calls for service 24-hours a day, throughout all jurisdictions within Multnomah County. The number of service calls has been stable over the past three years.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent Emergency Response Time Less Than 30 Minutes				95.0%
Cases Resolved Where the Problem Repeats Within a Year				25.0%

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Animal Care

Animal Control
Environmental Services

Description

The Animal Care Services program provides humane, sanitary, temporary shelter and care for lost, stray, abandoned, injured and mistreated animals. Major program responsibilities are care for animals received at the shelter; reuniting found pets with their owners; adoption of unwanted animals into new homes; and provision of spay/neuter assistance to pet owners.

Each year the Animal Care Services program houses and attempted to reunite or adopt into new homes approximately 12,000 animals. The number of animals received at the shelter has been stable over the past three years.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of Live Dogs Reunited With Owner/Adopted Into New Homes	48.8%	49.0%	49.0%	50.0%
Percent of Live Cats Reunited With Owner/Adopted Into New Home	15.8%	18.0%	18.0%	20.0%

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Pet Licensing

Animal Control
Environmental Services

Description

The Pet Licensing Services program promotes and administers a countywide animal identification system that associates all dogs, cats and animal facilities with a responsible owner or keeper. The major program responsibilities are the processing, maintenance and updating of all license applications, renewals and records; sell licenses door-to-door and through business partnerships; and enforce pet licensing ordinances.

Multnomah County has an estimated population of 250,000 dogs and cats, which are required by ordinance to be licensed at six months of age. The population of animals has been steadily increasing over the past ten years.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent Annual Pet License Increase	11.8%	15.0%	15.0%	18.0%

Significant Changes

FTE's Dollars

Budget Changes

1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

FREDS

Environmental Services

Fleet, Records, Electronics & Distribution Services

Description

The mission of the Fleet, Records, Electronic, and Distribution Services (F.R.E.D.S.) Division is to support County programs and other requesting government agencies in their delivery of services through the provision of cost effective operational support services. F.R.E.D.S. is responsible for providing operational support services in the areas of fleet services, records management, electronic equipment maintenance, interoffice mail and supplies delivery, and U.S. mail processing. Fleet Services acquires, equips, maintains, fuels, and manages County vehicles; Electronic Services installs and maintains two-way radios, detention electronics, intercoms and other electronic equipment; Records Management develops record retention schedules and manages a record center in compliance with those retention schedules; Distribution Services delivers interoffice mail/supplies and processes U.S. mail for delivery to the U.S. Postal Service.

The program is intended to address the County's direct service programs' and other internal support service programs' need for certain centralized and coordinated operational support services. The demand for F.R.E.D.S.' services directly relate to the size of the County's programs and the number and size of the other governments served by the Division's support service programs.

Action Plan

Significant Changes

FTE's

Dollars

FREDS

Environmental Services

Fleet, Records, Electronics & Distribution Services

Budget Trends	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Staffing Levels	37.38	41.80		
Personal Services	1,832,451	2,107,481		
Contractual Services	96,923	143,949		
Materials & Supplies	1,884,085	2,198,083		
Capital Outlay	1,164,766	1,392,600		
Total Costs	4,978,225	5,842,113		
Program Revenues	4,569,883	5,393,930		
Net Revenues Required	408,342	448,183		
Costs by Activity/Service	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management	127,514	135,444		
Fleet Services	3,265,822	3,924,347		
Records Management	148,301	158,444		
Electronic Services	392,024	441,907		
Distribution Services	1,044,564	1,181,971		
Total Costs	4,978,225	5,842,113		
Staffing by Activity/Service	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management	1.78	1.80		
Fleet Services	21.31	23.00		
Records Management	2.00	2.00		
Electronic Services	5.93	6.00		
Distribution Services	8.75	9.00		
Total Staffing	39.77	41.80		

Division Management

FREDS
Environmental Services

Description

The purpose of Fleet, Records, Electronic, and Distribution Services (F.R.E.D.S.) Division Management is to administer the activities of the Division. The program is responsible for the administration of all aspects of Fleet Services, Records Management, Electronic Services, and Distribution Services. F.R.E.D.S. Division Management provides personnel management, budget preparation and control, capital purchasing, billing services, policy development, and other administrative functions required by the Division's programs.

F.R.E.D.S. Division Management meets the personnel, budget, purchasing, billing, policy development, and other administrative needs of the Division which allow operational program staff to focus on the needs of their clients. The management needs are increasing due to the challenges raised by the tax limitation and more formalized cooperative efforts with other government agencies.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

1.80

Costs

135,444

Program Revenue

135,444

Net Revenue Required

0

Fleet Services

Environmental Services

Description

The purpose of Fleet Services is to support County programs and other requesting government agencies through the provision of cost effective fleet services. The program is responsible for the administration of all aspects of the County's fleet and providing specific fleet services to other governments. The section: specifies, acquires, and assigns vehicles and equipment; provides fuel and maintenance services; operates the downtown circulating motor pool and parking lot; and allocates program costs to County programs and other government agencies based on service usage.

The program is intended to address the County's direct service programs' and other internal support service programs' needs for fleet services in a cost effective and efficient manner. The need for fleet services will change with the vehicular needs of County programs and the number of other governments utilizing our services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Average Charge Per Mile to User (subcompact car)	\$.345			
Percentage of Vehicle Downtime (subcompact car)	4%			
Motor Pool Vehicle Availability				

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	23.00		
Costs	3,924,347		
Program Revenue	3,924,347		
Net Revenue Required	0		

Electronics

Environmental Services

Description

The purpose of Electronic Services is to support County programs and other requesting government agencies in their delivery of services through the provision of cost effective electronic equipment maintenance and installation services. The program is responsible for the installation and maintenance of the County's detention facilities' electronic equipment, two-way radio equipment, intercoms and other electronic equipment. The section designs, specifies, installs, maintains and repairs detention electronic equipment and systems, two-way radio equipment and systems, and other electronic equipment.

The program is intended to address the County's direct service programs' and other internal support programs' needs for electronic services in a cost effective and efficient manner. The need for Electronic Services has been increasing as the amount of electronic equipment owned by the County increases and additional governments request our services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Time to Return to Service - Critical Detention Electronic Equipment				
Microwave System Downtime Percentage				
Average Maintenance Cost Per Portable Radio	\$58.75			

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	6.00		
Costs	441,907		
Program Revenue	152,168		
Net Revenue Required	289,739		

Records

FREDS
Environmental Services

Description

The purpose of Records Management is to support County programs and other requesting government agencies in their delivery of services through the provision of cost effective records management services. The program is responsible for the maintenance of inactive records for County Departments in accordance with statute and in conjunction with management's needs for access, preservation, space, and security. The services provided include the development of retention schedules and the receiving, coding, storing, retrieving, preserving, and destroying of records.

The program is intended to address the County's direct service programs' and internal support service programs' needs for record management services in a cost effective and efficient manner. The need for services is increasing due to the transfer of various State programs to the County and the increased use of the Record Center by existing County Programs to relieve their increased demand for office space.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Records Retrieved Within 24 Hours				
Average Unit Cost Per Record Action	\$1.41		\$1.58	

Significant Changes FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	2.00		
Costs	158,444		
Program Revenue	0		
Net Revenue Required	158,444		

Distribution Services

Environmental Services

Description

The purpose of Distribution Services is to support County programs in their delivery of services through the provision of cost effective mail processing and delivery services. The program is responsible for providing all County programs with interoffice and U.S. mail processing and distribution, as well as, routine Central Stores and Health Supply delivery services. The section: picks up and delivers interoffice mail; picks up, meters, and processes U.S. mail; folds and inserts mail items; delivers health supplies and lab samples; delivers limited amounts of central stores supplies; and allocates program costs to County programs based on service usage.

The program is intended to address the County's direct service programs' and other internal support programs' needs for mail and delivery services in a cost effective and efficient manner. The need for distribution services has been stable.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Average Postage Cost of a 1st Class Mail Piece				
Customer Satisfaction with Interoffice Mail Delivery				

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	9.00		
Costs	1,181,971		
Program Revenue	1,181,971		
Net Revenue Required	0		

Transportation Division

Environmental Services

Description

The mission of the Transportation Division is to serve as an enabling organization that ensures the County's transportation system contributes to the economic vitality of the region, livability of neighborhoods and communities and is the safest possible system for our citizens. The division is responsible for planning cooperatively for future transportation needs, developing improvements in the system and maintaining the County Surface Street System as part of a balanced regional transportation network. The division's major activity areas are; Program Development and Planning, Engineering Services, Right of Way Administration, Water Quality Management, County Surveyor, Road Maintenance, Traffic Signs and Signals, and Willamette River Bridges Operation & Maintenance and Engineering.

The division's programs address the changing needs and demands of all users of the County's 500 mile Surface Street System and a growing Bikeway System. The division is charged with assuring that all people have access and open mobility in utilizing the County's Transportation System.

The division provides state mandated services for county roads and bridges as prescribed by State law (ORS Ch. 382 and 368).

Action Plan

Significant Changes

FTE's

Dollars

Transportation Division

Environmental Services

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels	171.15	174.50		
Personal Services	8,369,993	9,110,729		
Contractual Services	703,395	1,220,969		
Materials & Supplies	4,487,283	5,110,688		
Capital Outlay	2,640,009	15,189,484		
Total Costs	16,200,680	30,631,870		
Program Revenues	15,908,513	30,234,030		

Net Revenues Required 292,167 397,840

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Mgmt/Admin Svcs	0	0		
Program Develop & Planning	0	0		
Engineering Services	4,874,444	15,951,279		
Right of Way Administration	0	0		
Water Quality Management	204,327	310,000		
County Surveyor	670,602	785,818		
Road Maintenance	5,043,106	5,601,197		
Traffic Signs and Signals	1,730,494	2,045,993		
Will River Bridges Oper/Maint	1,646,611	1,827,400		
Will River Bridges Engineering	2,031,096	4,110,183		
Total Costs	16,200,680	30,631,870		

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Division Mgmt/Admin Svcs	17.79	0		
Program Develop & Planning	0	0		
Engineering Services	35.55	54.5		
Right of Way Administration	0.00	0.00		
Water Quality Management	0.00	0.00		
County Surveyor	11.95	13.00		
Road Maintenance	51.41	52.00		
Traffic Signs and Signals	18.93	19.00		
Will River Bridges Oper/Maint	27.55	26.00		
Will River Bridges Engineering	7.97	10.00		
Total Staffing	171.15	174.50		

Division Management

Transportation Division
Environmental Services

Description

The purpose of Division Management and Administrative Services is to coordinate policy of the Transportation Division and to provide administrative support for the Transportation, Fleet Maintenance, and Parks Divisions of the Department of Environmental Services. The Office of the Director is responsible for information coordination and management for the Transportation Division, supplies coordination and management of travel and training for the Transportation Division and Parks Divisions, and acts as liaison with Employee Services and other county offices; Administrative Services provides word processing, payroll and timekeeping activities, accounting functions, contract administration, controls inventories of Fleet Maintenance, Traffic, and Road Maintenance, maintains the county property lists, acquires needed right of way for road property, provides budget development coordination and management, manages the Transportation Division's Safety Program, administers division purchasing, maintains and administers the Yeon Shops warehouse, and maintains the cost accounting system.

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	0.00		
Costs	0		
Program Revenue	0		
Net Revenue Required	0		

Transportation Division

Environmental Services

Prgm Development & Planning

Description

The purpose of Program Development and Planning is to manage the Transportation Division's Strategic Planning and Transportation Planning processes and support the division's specialized data and management information needs through the computer support program. Major responsibilities are developing transportation system and capital plans for approximately 500 miles of county roads and bikeways, coordinating meaningful citizen involvement in the Capital Improvement Plan and Program, developing an integrated regional transportation system with our partners in local, regional and state transportation agencies. It also tracks federal revenue to apply to capital projects; develops and maintains a Local Area Network of 66 personal computers, a Computer Aided Drafting system and 12 software programs to successfully manage pavement, bridge, and inventory management.

Systems plans must comply with federal, state and regional requirements for mobility, efficiency, Americans with Disabilities Act and land use. System plans determine priority locations for capital projects.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Planning Milestones Achieved As Scheduled				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	0.00		
Costs	0		
Program Revenue	0		
Net Revenue Required	0		

Engineering Services

Transportation Division
Environmental Services

Description

The purpose of Engineering Services is to implement the division's Capital Improvement Program. Engineering Services is responsible for engineering design and construction management of all capital improvements to the County Surface Street System, and for providing engineering services to other cities on a contract basis, and to other County departments. The Engineering unit provides construction documentation records for all projects, and conducts quality control and laboratory analysis for project materials.

Growth in use of the County's Surface Street System places continual pressure upon the capital improvement process to make streets and intersections safer and more efficient. Project management must coordinate right of way acquisition, environmental permit requirements, and design completion with funding availability as well as coordination with utilities and other jurisdictions to lessen the impact upon successful project completion.

Engineering Services must comply with State mandates established for improvements to county roads (ORS Ch. 368), with federal, state and local design standards (Multnomah County Street Standards), and with other state and federal regulations in regard to project funding.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Comparison of Project Contract Bids Received and Project Engineer's Estimate				
Comparison of Contract Award and Final Project Contract Cost				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	54.50		
Costs	15,951,279		
Program Revenue	15,951,279		
Net Revenue Required	0		

Right of Way Administration

Transportation Division
Environmental Services

Description

The purpose of Right of Way Administration is to manage the County Right of Way in order to facilitate development, and preserve and enhance the public's investment. Right of Way Administration is responsible for authorizing and stewarding the use of county right of way by citizens, utilities and private contractors. It also coordinates with other jurisdiction's planning and development divisions to determine the impact that a development has on the public transportation system and establish requirements to mitigate the impact. The Right of Way Permits and Utilities Unit issues permits, inspects construction and responds to citizen inquiries; the Development Permit Plans Unit prepares right of way deeds and descriptions; and the Development Project Unit reviews and approves development plans within the right of way and oversees construction of those plans to ensure compliance with county standards.

Citizens, developers, contractors, private and public utilities, and other jurisdictions all place demands upon Right of Way Administration. Coordination between Right of Way Administration and each of these parties is becoming more important as construction activities increase within the County right of way.

In addition to State mandates that guide county road management (ORS 368), Right of Way Administration also must comply with additional laws in regards to permits and utilities (ORS 374.305 and ORS 750.010).

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Right of Way Permits Turnaround Time				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	0.00		
Costs	0		
Program Revenue	0		
Net Revenue Required	0		

Water Quality Management

Transportation Division
Environmental Services

Description

The purpose of Water Quality Management is to ensure compliance with applicable environmental laws. Water Quality Management is responsible for coordinating activities with other agencies and jurisdictions and also for developing and implementing necessary division plans. Water Quality Management coordinates the Transportation Division's participation in the National Pollutant Discharge Elimination System Municipal Stormwater Permit Application (NPDES) process and the Tualatin River Basin Nonpoint Source Control Watershed Management Plan.

Implementation plans must be developed and several division activities accomplished to achieve strict timelines that both the State Department of Environmental Quality and the Environmental Protection Agency have placed upon the county.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Legally Mandated Milestones and Deliverables Achieved				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	0.00		
Costs	310,000		
Program Revenue	0		
Net Revenue Required	310,000		

County Surveyor

Transportation Division
Environmental Services

Description

The purpose of County Surveyor's Office is to perform State and County mandated services which apply to all lands in the County. Responsibilities of the County Surveyor includes all surveying related activities, in response to the needs of the public, the Engineering Services Design/Construction Section and other agencies. The County Surveyor's Office provides field surveying for transportation capital improvement projects, responds to general public inquiries, maintains the Public Land Corner Program, reviews and approves subdivision and partition plats, and provides surveying services to maintain the County road system.

Each year the County Surveyor's Office reviews approximately 240 subdivision and partition plats and responds to all public questions and requests regarding boundary concerns, records of real property and general survey information. Demand for these services has increased in recent years.

The County Surveyor's Office is directed by the State (ORS Chs. 92, 100, 209 and 368) to perform its mandated services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Plat Review and Approval Turnaround Time				
Revenue Generated vs. Operational Program Costs				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	13.00		
Costs	785,818		
Program Revenue	697,978		
Net Revenue Required	87,840		

Road Maintenance

Transportation Division
Environmental Services

Description

The purpose of Road Maintenance is to manage and preserve the County's investment in its surface street system. Road Maintenance is responsible for maintaining approximately 500 miles of County roads and right of way. It also assists the cities of Fairview, Maywood Park, Troutdale and Wood Village, and other County departments in the development and implementation of their yearly maintenance programs. It also participates in implementing best management practices for NPDES (National Pollutant Discharge Elimination System) Stormwater Permit Co-applications and other environmental projects. Road maintenance major activities areas include surface maintenance, drainage maintenance, rock crushing, street sweeping, shoulder maintenance, right of way maintenance and emergency services for snow, ice and slides.

Demands placed upon the system include changing traffic loads; expectations of high user satisfaction; and deterioration caused by weather and aging. In addition, development and utility construction increase maintenance costs of the street system.

Road Maintenance is mandated by State law (ORS Ch.368) to provide services to county roads.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Deferred Maintenance of Street System				
Yearly Maintenance Program Completed				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	52.00		
Costs	5,601,197		
Program Revenue	5,601,197		
Net Revenue Required	0		

Traffic Signs & Signals

Transportation Division
Environmental Services

Description

The purpose of Traffic Signs and Signals is to prevent traffic accidents, reduce congestion, and provide a smooth, efficient flow of traffic on the county road system. Traffic Signs and Signals is responsible for designing, installing, and maintaining traffic improvements for the county road system and providing building and grounds maintenance for the Yeon Shops. It also assists the cities of Fairview, Maywood Park, Troutdale and Wood Village in the development and implementation of their yearly maintenance programs. The Maintenance Section manufactures, installs and maintains traffic signs and barricades for county roads and other cities, and provides signs for other departments; the Striping Section paints lane lines, crosswalks, guardrails, and other pavement markings; and the Signal Section installs and maintains traffic signals for the County and maintains signals for the City of Gresham, and provides electrical maintenance for Yeon Shops, Road District Shops and county park facilities.

Traffic Signs and Signals addresses the traffic concerns of the road system's users, related to traffic safety, congestion and traffic delay, and parking issues. Increased traffic generated by continued growth in the area has put more responsibility on Traffic Signs and Signals to be more proactive in the prevention of traffic problems.

Traffic Signs & Signals activities are guided by both professional and nationwide standards. Most traffic safety principles are derived from the Manual of Uniform Traffic Control Devices, which has been adopted by the Oregon Transportation Commission as the set of standards within the state.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Level of Service (Degree of Delay) at Intersections Improved				
Safety Improvements Implemented				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	19.00		
Costs	2,045,993		
Program Revenue	2,045,993		
Net Revenue Required	0		

Bridge Operations & Maint

Transportation Division
Environmental Services

Description

The purpose of Willamette River Bridges Operations and Maintenance is to provide the most cost effective means to operate and preserve the County's long term investment in its Willamette River Bridges and other structures. It is responsible for maintaining the County's 6 Willamette River Bridge crossings and 21 other bridges within Multnomah County. Included in this program is the operating of 4 Willamette River drawspans. The program incorporates the Preventative Maintenance Program into its regular work schedule and makes mechanical, structural, electrical and corrosion protection repairs to bridges to insure functional reliability.

In order to prolong the life of its bridges the program must overcome demands placed upon it by wear on mechanical and electrical components, and structural deterioration caused by weathering, aging and traffic loading.

A number of mandates dictate the level of service by the program, these include: the River and Highway Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations and State law (ORS 382.305-382.315).

Key Results		1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Scheduled Maintenance Completed	Preventative Program				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	26.00		
Costs	1,827,400		
Program Revenue	1,827,400		
Net Revenue Required	0		

Bridge Engineering

Transportation Division
Environmental Services

Description

The purpose of Willamette River Bridges Engineering is to provide the most cost effective means of improving and prolonging the service life of the County's six Willamette River Bridge crossings and its 21 other structures. It is responsible for developing and implementing its 20 year Willamette River Bridge Capital Improvement Program. Bridge Engineering provides complete engineering services, including planning, design and preparation of contract documents, and administering construction projects for rehabilitation and improvement to structural, mechanical, electrical and corrosion protection (painting) bridge systems.

In order to preserve and extend the service life of its bridges and increase safety to the user public, Willamette River Bridges Engineering must overcome demands placed upon it by wear on mechanical and electrical components, and structural deterioration caused by weathering, aging and traffic loading.

The program is required to comply with a number of mandates, which include the River and Harbor Act of 1984, federal regulations (USC 117.750), U.S. Coast Guard regulations, State law (ORS 382.305-382.315) and also federal design guidelines.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Comparison of Project Contract Bids Received and Project Engineer's Estimate				
Comparison of Contract Award and Final Project Contract Cost				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	10.00		
Costs	4,110,183		
Program Revenue	4,110,183		
Net Revenue Required	0		

1994-95 Proposed Budget

Description

The mission of Assessment and Taxation is to carry out all mandated functions, -- assessment, tax collection, records management, tax redemption and foreclosure, support of Board of Equalization appeals process -- with integrity, effectiveness and excellent customer service, while prudently managing public resources. The Division is responsible for Appraisal Support, Residential Appraisal, Commercial/Industrial Appraisal, Personal Property Appraisal, Tax Collection, Board of Equalization Support, Records Management, Document Recording Services, Licenses and Passports and Technical Support.

Multnomah County is a high-density, metropolitan area with approximately 250,000 property tax accounts. The overall metropolitan area is expected to grow by 200,000 people by the next century. As the community grows, the number of property accounts will increase.

The Division provides State mandated services related to property law statutes and Department of Revenue administrative rules covering revenue and taxation (Chapter 300 of the Oregon Revised Statutes). In addition the Division issues marriage licenses and passports, areas that are also covered by statute.

Action Plan

Significant Changes

FTE's

Dollars

Assessment & Taxation

Environmental Services

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services	6,434,498	7,149,048		
Contractual Services	345,117	332,074		
Materials & Supplies	2,478,307	2,725,232		
Capital Outlay	51,555	81,200		
Total Costs	9,309,477	10,287,554		
Program Revenues	4,881,784	4,485,800		

Net Revenues Required	4,427,693	5,801,754		
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	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management	239,480	289,980		
Technical Support	1,809,664	1,954,817		
Records Management	1,117,726	1,244,468		
Appraisal Support	4,223,780	4,633,512		
Residential Appraisals	0	0		
Commer/Indust Appraisals	0	0		
Personal Property Appraisals	0	0		
Tax Collections	1,358,622	1,485,957		
Board of Equalization	163,014	181,754		
Document Recording	309,699	386,549		
Licenses & Passports	87,492	110,517		
Total Costs	9,309,477	10,287,554		

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management	2.98	3.00		
Technical Support	9.41	11.00		
Records Management	18.82	21.00		
Appraisal Support	19.63	85.00		
Residential Appraisals	27.75	0.00		
Commer/Indust Appraisals	21.97	0.00		
Personal Property Appraisals	8.81	0.00		
Tax Collections	23.99	23.92		
Board of Equalization	1.72	1.58		
Document Recording	6.99	7.00		
Licenses & Passports	2.17	2.50		
Total Staffing	144.24	155.00		

Division Management

Assessment & Taxation
Environmental Services

Description

The purpose of Division Management is to direct and coordinate the work of the division. Division Management develops strategic and work plans; develops and monitors the annual budget; prepares the Grant Document and Budget for Department of Revenue (DOR) approval; initiates and responds to audits; prepares legislative packages; processes all division personnel actions; handles grievances; manages purchasing and accounting; provides and tracks all employee training and development; is responsible for those portions of the County Clerk function defined by statute.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

Adopted

Budget

Change

Staffing Level

3.00

Costs

289,980

Program Revenue

0

Net Revenue Required

289,980

Technical Support

Assessment & Taxation Environmental Services

Description

The purpose of Technical Support is to prepare tax rates for the county, lead the preparation of the annual ratio study (trend report that determines value adjustments); manage local computer information system support for the division of Assessment & Taxation; provide data entry services for assessment, tax collection, accounting and recording operations. An ongoing responsibility is the installation, operation, maintenance, and user support for 80 personal computers on a local area network. The section acts as a liaison with ISD to coordinate development and maintenance services.

Each year this section compiles tax levies from all taxing districts (68) in Multnomah County, and calculates the tax rates for Multnomah County. This section directs the ratio study process, which results in the value trends to be applied to all taxable property. Technical Support enters data for all recordings (160,000 annually) commercial property values (25,000) personal property values (30,000) residential characteristics (200,000) name, address and legal description changes (860,000) and other assessment and taxation transactions (180,000).

Most activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

Key Results			1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Rate	Calculation	Error	<.01	<.01	<.01	<.01
Percentage						

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	11.00		
Costs	1,954,817		
Program Revenue	0		
Net Revenue Required	1,954,817		

Records Management

Assessment & Taxation
Environmental Services

Description

The purpose of Records Management is to maintain tax roll descriptions; maintain recorded and filed documents; maintain street lighting and fire patrol rolls; maintain official maps for Assessment and Taxation; consolidate properties; record and process subdivision and condominium and partition plats; process annexations; process county road filings; monitor government exemptions; respond to inquiries.

Annually, there are 31,500 tax roll description changes, 160,000 filed documents recorded, 2,000 filed street light and fire patrol roll changes, 1,649 map changes, 2,000+/- accounts canceled, 250 new subdivisions submitted. This office handles approximately 20,000 inquiries for information, annually.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Days Required to Review Documents and Identify Title Changes	65	40	40	15
Percentage of Maps Converted				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	21.00		
Costs	1,244,468		
Program Revenue	30,300		
Net Revenue Required	1,214,168		

Appraisal Support

Assessment & Taxation
Environmental Services

Description

The purpose of Appraisal Support is to direct all appraisal activities; enter all value for real property and taxable personal property on the roll; provide word processing support for all of Assessment and Taxation; process new applications and monitor accounts eligible for exemption (charitable, veterans, historic, etc.). Appraisal Support services includes the Assessor, the Exemption Section and Clerical Support for the Appraisal Section.

This section processes and audits over 35,000 new residential values, 4,300 commercial values, 25,000 personal property values; responds to over 90,000 telephone and counter requests for information. It sends out application forms and processes over 6,400 veterans exemptions applications annually along with monitoring over 2,600 other accounts with exemptions.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of Applications for Exemption Filed in a Timely Manner				

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	85.00		
Costs	4,633,512		
Program Revenue	2,250,000		
Net Revenue Required	2,383,512		

Residential Appraisals

Assessment & Taxation
Environmental Services

Description

The purpose of the Residential Appraisal Section is to physically appraise approximately one sixth of the county's residential properties each year. These properties include single family detached and attached housing, mobile homes, condominiums, small apartments and farms. It also values new construction and remodeling, county wide. It provides service to the Board of Equalization and responds to Department of Revenue and Tax Court appeals. It provides service to the taxpayers in the form of responding to telephone and written inquiries concerning taxes, values and related matters.

Each year this section appraises approximately 35,000 property accounts, and responds to approximately 900 appeals, at all levels (from an initial 3,000 +/- appeals). The reappraisal of properties has remained relatively stable but there has been a dramatic increase in the amount of new construction and value appeals over the last few years.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Maintain 6 Year Appraisal Cycle	83.4%	98.2%	98.2%	98.2%

Significant Changes FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	0.00		
Costs	0		
Program Revenue	0		
Net Revenue Required	0		

Commercial/Ind'l Appraisal

Assessment & Taxation Environmental Services

Description

The purpose of the Commercial/Industrial Appraisal Section is the appraisal of commercial, large multifamily and locally assessed industrial properties on a six year cycle. The section also values new construction and handles applications for cancellation of assessment, pollution control exemption, in lieu tax and property destruction applications. In addition, this section responds to Board of Equalization, Board of Ratio Review, Department of Revenue and Tax Court Appeals. The section provides information and assistance to property owners and other interested parties through telephone inquiries and at the information counter.

Each year the section physically reappraises approximately one sixth of the 26,000 commercial accounts. The section is also responsible for approximately 300 Tax Court and/or DOR appeals. They are available for consultation on the 1,000± Board of Equalization appeals filed annually. In addition, the section values 500-1,000 accounts annually with building permits. The total assessed value of taxable commercial/industrial accounts is 6.5 billion dollars. Appeals have grown drastically in this area in the last few years and the volume seriously impacts the ability of the section to stay in cycle.

The activities and procedures of the Commercial/Industrial Appraisal Section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Maintain 6 Year Appraisal Cycle				
Land	82.9%	77.2%	77.2%	79.9%
Improvements	80.4%	74.6%	74.6%	78.0%

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	0.00		
Costs	0		
Program Revenue	0		
Net Revenue Required	0		

Personal Property Appraisals

Assessment & Taxation
Environmental Services

Description

The purpose of the Personal Property Section is the annual valuation of all taxable personal property in Multnomah County. This service is responsible for discovery, assessment, and appeals of taxable personal property accounts, as mandated by Oregon Revised Statute and Oregon Administrative Rules. The Personal Property function annually reviews all known locations for new accounts; reviews mandated Personal Property returns and calculates assessable value; responds to taxpayer appeals as needed.

This program currently assesses approximately 30,000 Personal Property accounts with a value of 1.3 billion dollars and maintains account records for an additional 20,000 locations. The requirements for this program increase as the county grows and the ability to discover assessable accounts increases.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Value All Discovered Taxable Personal Property Annually	99.1%	99.5%	99.5%	

Significant Changes

FTE's Dollars

Budget Changes

	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	0.00		
Costs	0		
Program Revenue	0		
Net Revenue Required	0		

Tax Collections

Assessment & Taxation Environmental Services

Description

The purpose of Tax Collection is to provide timely accurate tax bills; to collect property taxes, including all delinquent real and personal property taxes; to distribute taxes and maintain tax accounts; to respond to inquiries and maintain computer files on tax accounts; to monitor and provide administrative/accounting for the tax redemption and foreclosure activities.

Each year, this section mails over 400,000 tax statements/notices (275,000 at first trimester, 50,000 second trimester, 50,000 third trimester, 25,000 delinquent real property notices) and collects approximately \$600 million and distributes this to 68 levy districts. In addition, effective 1993, this section will have the responsibility for the business and administrative function of the Tax Title Unit. That includes the transition of approximately 300 accounts annually to be disposed of by repurchase, sale or transfer to governmental or non-profit entities.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Sell/Transfer of Tax Foreclosed Properties Within Mandated Timeframe	93%	95%	95%	95%
Process and Deposit Tax Payments Daily	99.9%	99.9%	99.9%	99.9%

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	23.92		
Costs	1,485,958		
Program Revenue	517,500		
Net Revenue Required	968,458		

Board of Equalization

Assessment & Taxation
Environmental Services

Description

The purpose of this section is to provide support to the Board of Equalization and the Board of Ratio Review by scheduling, recording Board activities and assuring the implementation of Board decisions.

Each year this section responds to requests for information, schedules approximately 5,000 to 7,000 hearings, documents all decisions of the Board(s) and publishes public notices as required by statute. The number of appeals jumped radically the first year after Measure 5 implementation and reduced somewhat the following year as property values rose at a less dramatic pace. We can expect to see the level remain the same or increase as values increase. Should values drop we might also see an increase in appeals.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	1.58		
Costs	181,754		
Program Revenue	0		
Net Revenue Required	181,754		

Document Recording Svcs

Assessment & Taxation
Environmental Services

Description

The purpose of the Document Recording program is to comply with state mandated requirements; record documents, maintain computer files, record subdivisions and condominiums, respond to inquiries and maintain hard copy records.

Annually, this organization records 160,000 documents and responds to approximately 40,000 inquiries for information.

The work of this area is defined by Oregon Statute (Chapter 300) and ORS 205.180.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Record All Documents by Close of Business Day				
Timely Response to Request for Documents by Mail	15 days	15 days	15 days	10 days

Significant Changes

FTE's

Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	7.00		
Costs	386,549		
Program Revenue	1,500,000		
Net Revenue Required	(1,113,451)		

Licenses & Passports

Assessment & Taxation
Environmental Services

Description

The purpose of the Licenses and Passports section is to process and issue marriage licenses and to process passport applications.

Annually, this unit processes 5,700 ± marriage licenses and 2,800 ± passport applications.

The work of this area is defined by federal law.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Issue Accurate, Valid Marriage Licenses Within Statutory Time Frame				
Process All Passport Applications According to Federal Guidelines				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	2.50		
Costs	110,517		
Program Revenue	188,000		
Net Revenue Required	(77,483)		

Description

The mission of the Elections Division is to serve all citizens and local governments of Multnomah County by providing excellence in the conduct of the elections process. The Division is responsible for conducting all elections for all governmental jurisdictions in Multnomah County. The Division establishes precinct boundaries and polling places, verifies signatures on petitions, maintains the voter registration file, prints, issues and counts all ballots, audits contribution and expenditure reports, accepts candidate filings, trains election board workers and maintains precinct committeeperson records for the major political parties.

The Elections Division is mandated by law to perform all functions relating to the conduct of elections for all governmental jurisdictions in Multnomah County.

The Division is able to develop discretionary programs for voter outreach such as printing a local voter's pamphlet, voter registration of high school seniors and production of multi-lingual voter registration materials

Action Plan

Elections

Environmental Services

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Voter Registrations Updated	0	0	30,000	40,000
% of Precincts Accessible to Persons With Disabilities	78.4%	78.4%	82.0%	82.0%

Significant Changes

FTE's Dollars

Budget Trends

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels	15.99	16.00		
Personal Services	1,105,390	1,116,972		
Contractual Services	36,806	42,883		
Materials & Supplies	1,629,681	1,834,491		
Capital Outlay	16,925	1,910		
Total Costs	2,778,802	2,996,256		
Program Revenues	615,782	798,793		

Net Revenues Required

2,163,020 2,197,463

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Costs by Activity/Service Elections	2,778,802	2,996,256		

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing by Activity/Service Elections	15.99	16.00		

Information Services

Environmental Services

Description

The mission of the Information Services Division is to improve the productivity of Multnomah County programs through the use of information technology. The division provides a full range of data processing and telecommunications services. These services include: business process reengineering; analysis, design and implementation of new or replacement computer information systems; maintenance and enhancements to existing computer applications; computer operation, technical services and data administration; network support for the County's wide area network and local area networks; analysis and design of telecommunications needs and coordination of moves and changes to existing telecommunications equipment, voice mail and other telecommunications services.

As the size and complexity of County government continues to increase and the needs for improved efficiency and effectiveness of county programs continues to grow, Therefore, it is essential that quality data systems be in place to provide information directly and quickly to those responsible for the day-to-day operation of the individual processes and to roll up this lower-level information into composite indicators for management review.

The Data Processing Management Committee (DPMC) was established by Ordinance 511 as the policy setting body for data processing and telecommunications in the county. The Information Services Division provides services under the policy direction and guidelines defined by the DPMC.

Action Plan

Significant Changes

FTE's

Dollars

Information Services

Environmental Services

Budget Trends	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Staffing Levels	56.94	67.00		
Personal Services	3,290,944	3,717,254		
Contractual Services	98,642	75,836		
Materials & Supplies	4,134,787	4,639,301		
Capital Outlay	882,332	732,640		
Total Costs	8,406,705	9,165,031		
Program Revenues	8,406,705	9,165,031		

Net Revenues Required 0 0

Costs by Activity/Service	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management	816,054	892,952		
Applications Maintenance	1,350,064	1,189,366		
Applications Development	0	314,630		
Computer Operations	3,197,727	3,348,762		
Network Services	900,764	779,536		
Telecommunications Services	2,142,096	2,639,785		
Total Costs	8,406,705	9,165,031		

Staffing by Activity/Service	1992-93	1993-94	1993-94	1994-95
	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Division Management	5.00	5.00		
Applications Maintenance	21.32	19.00		
Applications Development	0.00	6.00		
Computer Operations	19.29	22.00		
Network Services	4.97	8.00		
Telecommunications Services	6.36	7.00		
Total Staffing	56.94	67.00		

Division Management

Information Services
Environmental Services

Description

The Division Management Activity plans, organizes and directs all of the activities of the Information Services Division. The section is responsible for providing strategic direction for all information services activities; to define and maintain acceptable levels of services; to provide accountability to users for all services provided. The section develops a strategic plan for the delivery of information services to county programs; prepares and submits an annual budget which identifies the cost of providing information services; develops a recharge mechanism which allocates the cost of these services to the various county programs; monitors the performance of information services programs to see that program objectives are met; reviews major purchases of data processing hardware, software and consulting for compliance with Data Processing Management Committee (DPMC) policies; works with program staff and the DPMC to develop a Long Range Plan for Computer Information Systems Development.

The use of information technology in the county is doubling every two to three years. Planning and coordination is essential to insure that County programs make cost effective use of new technology to improve the quality of service delivery and increase customer satisfaction.

Significant Changes	FTE's		Dollars
	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>
Staffing Level	5.00		
Costs	892,952		
Program Revenue	892,952		
Net Revenue Required	0		

Applications Maintenance

Information Services
Environmental Services

Description

The Applications Maintenance Activity maintains, enhances and supports the County's computer information systems. The work of this section includes the analysis of requested changes and estimation of the time and effort necessary to accomplish the change; development of detail specifications for new programs or modifications to existing programs; programming and testing of the program changes; installation of the modifications and training; installation and testing of maintenance releases to vendor supported computer applications systems.

The County's computer systems portfolio includes 47 different computer applications, over 15,000 individual programs, 3 million lines of computer code and represents an investment in excess of \$30 million. We receive about 600 user submitted requests for changes each year, changes which are required support State and Federal mandates and to adapt these systems to the changing needs of County programs.

Key Results			1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Annual Completed Work Requests Per Programmer			21	23	10	18

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	19.00		
Costs	1,189,366		
Program Revenue	1,189,366		
Net Revenue Required	0		

Applications Development

Information Services
Environmental Services

Description

The Applications Development Activity develops new or replacement computer applications to support the work of County programs. This section is responsible for working with County programs to identify activities where efficiency or quality can be improved through the use of business process reengineering or automation. The work of this section includes the analysis of business needs and identification of business process improvements; definition of system requirements and estimates of the resources needed to correct the problems; specification of the data processing system to carry out the system objectives and requirements; the selection of commercially available software or the design and construction of a set of computer programs; installation of the new or modified system; post installation evaluation of system performance.

Advances in information technology will continue to improve the quality and efficiency of County employees and will result in improved customer satisfaction. New or replacement applications are identified and prioritized by the Data Processing Management Committee. A description of these applications development projects is presented to the Board of County Commissioners annually as part of the Long Range Plan for Applications Development.

Key Results			1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
% of Actual Compared Estimates	Project to	Costs Project				

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level	6.00		
Costs	314,630		
Program Revenue	314,630		
Net Revenue Required	0		

Computer Operations

Information Services
Environmental Services

Description

The Computer Operations Activity provides efficient, reliable computer services to all County programs. This section is responsible for all the activities necessary to support the development and maintenance of computer systems and to operate the systems in an effective and responsive manner. The work of this section includes data preparation, job setup and scheduling, output validation and distribution development of standards, technical assistance, implementation and maintenance of the operating system software, systems evaluation and configuration management; planning, design, installation and maintenance of the county's data bases; help desk services.

Computer Operations schedules and processes nearly 200,000 jobs a year which produce over 12 million pages of computer printed reports. The section supports 173 million requests for online information each year. The computer workload is increasing at a rate of 27 to 32 percent each year.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Online Response Time	3.7 sec	3.5 sec	3.4 sec	3.5 sec
On Scheduled Completion	98.16%	98.65%	99.0%	99.5%
Computer System Availability	99.3%	99.5%	98.9%	99.5%

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	22.00		
Costs	3,348,762		
Program Revenue	3,348,762		
Net Revenue Required	0		

Network Services

Information Services
Environmental Services

Description

The Network Services Activity plans, designs and directs the installation of and changes to the County's wide area and local area networks. The section is responsible for the interconnections that allow the data necessary to support county programs to be available at facilities located throughout the county; it also provides the connections for data sharing between computers located in other state and local governments and with the Federal Government. The work of Network Services includes planning and implementation of the necessary changes or additions to the wide area network (WAN); diagnose and correct of error conditions; technical support to personal computer users and local area network (LAN) administrators; evaluation of new communication technologies and planning for enhancements or upgrades to the existing networks.

The county's wide area network includes seven different computers located in Oregon State and local governments, 1,500 directly attached terminals, 40 local area networks and over 1600 personal computers. The size and complexity of the network is increasing at the rate of 25% per year.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected	--
Average Time to Repair	15.4 hrs	12 hrs			

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	8.00		
Costs	779,536		
Program Revenue	779,536		
Net Revenue Required	0		

Telecommunication Services

Information Services
Environmental Services

Description

The Telecommunications Services Activity provides efficient and cost effective telephone and related services to all County programs. The section is responsible for telephone and voice mail services, paging systems, cellular telephones, pagers, pay phones and wiring for local area networks and other data systems. The work of the Telecommunications section is to coordinates new installations and changes to existing telephone and voice mail services; resolves telecommunications problems; identify the needs for paging systems, cellular telephones, pagers, pay phone and data wiring; provides a public information service; and generates an internal telephone directory and telephone company directory listings.

The County's telecommunications system supports the work of County programs by providing over 3000 telephone instruments in 97 different locations. The work of this section has increased as telecommunications technology continues to improve and new features are added to the system; it is also affected by the movement of programs within and between County facilities.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Average Time to Repair	5.8 hrs	6 hrs		

Significant Changes

FTE's Dollars

Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level	7.00		
Costs	2,639,785		
Program Revenue	2,639,785		
Net Revenue Required	0		

County Auditor

Elected Officials Nondepartmental

Description

The Auditor's Office conducts audits to increase the efficiency, effectiveness, and accountability of Multnomah County government. The County Home Rule Charter requires the auditor to "conduct internal audits of all County operations and financial affairs and make reports thereof to the Board of County Commissioners according to generally accepted government auditing standards." To meet this responsibility 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.

The Auditor's Office represents approximately 0.1% of the County budget and is responsible for reviewing the other 99.9% of the County budget for areas where changes can save money, improve services, better protect assets, and increase compliance with laws and ordinances. While there have been significant changes in County operations over the past 20 years that this office has conducted performance audits, there is still a continuing need for these independent reviews.

The Charter requirement that audits be conducted according to government audit standards places certain responsibilities on the County Auditor and audit staff. The standards address the professional qualifications of staff, the quality of audit efforts, and the characteristics of professional and meaningful audit reports.

Action Plan

County Auditor

Elected Officials Nondepartmental

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of recommendations implemented	Survey later	Survey later	Survey later	Survey later
Financial benefit of recommendations per dollar spent	\$11.60	\$2.30	\$1.50	\$1.50
Number of reports per FTE	0.50	0.80	1.50	1.00

Significant Changes

FTE's Dollars

County Auditor

Elected Officials
Nondepartmental

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
County Auditor				

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
County Auditor				

Management Support Services

Nondepartmental

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Finance
Purchasing
Employee Services
Labor Relations
Risk Management
Budget
Affirmative Action
County Counsel
Emergency Managment
Total Costs

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Finance
Purchasing
Employee Services
Labor Relations
Risk Management
Budget
Affirmative Action
County Counsel
Emergency Managment
Total Staffing

1994-95 Proposed Budget

Finance

Nondepartmental

Description

The Finance Division is a support center that provides professional financial services in an efficient manner to enable other County programs to concentrate on services. The Finance Division is responsible for providing central financial functions in an accurate and timely manner, paying the County's bills, maintaining and recording accounting transactions, collecting all money due in a timely manner, managing cash, the investment portfolio and debt issues, issuing payroll checks and providing required reports to all internal and external users, and ensuring that fiduciary money is safeguarded. The division produces payments to vendors, bills and collects for services, prepares grant and monthly financial reports, produces and publishes the Comprehensive Annual Financial Report (CAFR), develops and maintains financial internal control policies and procedures, ensures adherence to all federal and IRS regulations, state statutes and County resolutions and orders. The Finance Division trains and provides support in all areas of fiduciary responsibility, including financial services, cash handling, time entry and employee information; and actively seeks ways in which efficiencies can be implemented throughout the County.

Action Plan

Significant Changes

FTE's

Dollars

Finance

Management Support Services

Nondepartmental

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Finance Director's Office				
Accounting				
Treasury				
Payroll				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Finance Director's Office				
Accounting				
Treasury				
Payroll				
Total Staffing				

Finance Director's Office

Finance
Nondepartmental

Description

It is Finance Administration's mission to provide professional financial services to all users, and provide functional and primary support that will enable and empower all sections reporting to the Finance Director. Finance Administration is responsible for administrating, collecting, auditing and enforcing Multnomah County Business Income Tax (MCBIT); administrating the Deferred Compensation and Library Retirement Plans; Finance Division budget coordination; Finance contract and expense approval; providing financial assistance to the Board of County Commissioners and all County departments; establishing financings for capital acquisitions; and seeking and recommending effective intergovernmental relations in the areas of education, shared data bases and records, and reduction of duplication.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Accounting

Finance
Nondepartmental

Description

The mission of the accounting unit is to provide professional financial services and timely and accurate financial information to any potential user. The accounting unit is responsible for maintaining the County's accounting systems and financial records. The unit processes payments to vendors, bills for services, manages collections, prepares grant reports, monthly financial reports, the Indirect Cost Allocation Plan, and the Comprehensive Annual Financial Report (CAFR); maintains financial internal control policies and procedures; ensures that all financial laws and policies are adhered to; safeguards assets; and provides financial information in a form that meets user's needs. The accounting unit also provides accounting training, as well as financial systems training to users throughout the County.

The accounting unit processed 117,906 payment vouchers, 44,116 journal vouchers, and 7,490 cash receipts during the 1992-93 fiscal year. It is anticipated that workload volume will increase as a direct result of program budgeting.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of audit adjustments	Avail 12/15	0	0	0
Percent of satisfied customers	NA	Avail later	Avail later	Avail later
Number of incidents of non-compliance with Audit of Oregon Municipalities minimum standards	Avail 12/15	0	4	4

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Treasury

Finance
Nondepartmental

Description

The mission of the Treasury Section is to provide professional centralized treasury management services to all County units, other governmental units and constituents. It is responsible for cash assets and management, investment portfolio, financing capital acquisitions and on-going debt management, establishing and maintaining quality relationships with the financial community and providing mandated trust and fiduciary responsibilities. Treasury is the repository for all cash transactions; safeguards cash assets; maximizes the return on investments; maintains quality financial systems; provides internal control policies and procedures for cash handling, including training for cash handlers County-wide; provides accurate and timely financial information; and establishes financings for capital acquisitions.

In FY 92/93, the Treasury Section processed \$1.7 billion in cash transactions in the county's bank accounts, managed 88 trust and fiduciary accounts with a balance of \$2 million, managed an investment portfolio of \$87 million (peaking at about \$250 million during the November tax collection period), issued \$67 million in tax anticipation refunding, managed 10 direct financings and managed 11,000 receivable accounts for Community Corrections. Treasury's workload will continue to increase due to favorable financing rates resulting in increased management of the County's financial assets, collection of supervision fees from a greater number of parole and probation offenders, and the County's needs for cash handling and banking services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Return on investment as a percent of Treasury Bill Rate	105%	102%	102%	102%
Investment grade bond rating	Aa1	Aaa	Aaa	Aaa

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Payroll

Finance
Nondepartmental

Description

Payroll's mission is to produce timely and accurate wage payments to all County employees, payroll tax employment reports to governing agencies, and informational reports and feedback to County departments and the public. Payroll is responsible for: maintaining the employee data base used to produce timely and accurate paychecks, reports, employment tax reporting, and payout of all deductions withheld from employee paychecks; maintaining high quality internal control policies and procedures; ensuring compliance with payroll-related federal and state laws and regulations; and carrying out the payroll-related provisions of union contracts, ordinances and policies. Payroll trains County timekeepers to facilitate a timely flow of accurate information about employees, is responsible for input of all time entry, maintains the data base including PERS information, federal and state taxation, 125 Cafeteria plans and deferred compensation elections, salary adjustments, voluntary and involuntary deductions from pay, account coding, and position data.

Payroll maintains a data base containing information on nearly 8,000 permanent and temporary employees, produces over 110,000 payments to employees annually, and in fiscal year 92/93 paid over \$114 million in gross wages. It is anticipated that the need for payroll services will increase in the near future, as the Clinton tax and health plans are implemented and reporting requirements increase.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of manual paychecks as a percent of total number of payments	0.70%	0.70%	0.70%	0.70%
Percent of satisfied customers	Avail later	Avail later	Avail later	Avail later
Dollar amount of penalties	\$6,470	\$0	\$0	\$0

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Purchasing

Management Support Services Nondepartmental

Description

The mission of the Purchasing Division is to purchase goods and services efficiently and to safely store supplies so that the County has the supplies needed to provide services to its customers. It is responsible for purchasing goods and services efficiently while adhering to all regulations, managing contracts, and storing medical and other supplies safely.

Action Plan

Significant Changes

FTE's

Dollars

Purchasing

Management Support Services Nondepartmental

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Director's Office				
Purchasing				
Warehousing and Distribution				
Total Costs				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Director's Office				
Purchasing				
Warehousing and Distribution				
Total Staffing				

Purchasing Director's Office

Purchasing
Nondepartmental

Description

The mission of the Director's Office is to provide leadership and direction, develop staff skills, support ethical values, instill pride of work and enhance service delivery to Multnomah County's customers and citizens. The Director's Office is responsible for establishing procurement practices which are in accord with public contracting laws and with policies of the Board of County Commissioners; assuring the safety and accountability of all medical supplies, materials and equipment held in the surplus property, health supply and central stores warehouses; and providing efficient centralized purchasing of all supplies, materials and services required by County agencies.

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Purchasing

Purchasing Nondepartmental

Description

The Purchasing Section's mission is to support the County's operations with an uninterrupted flow of materials and services procured without prejudice, obtaining the maximum value for each dollar of expenditure. The Purchasing Section is responsible for competitively procuring equipment, materials and services, taking into consideration the best combination of price, quality and service. The Purchasing Section develops and maintains a broad vendor base from which to solicit competition maximizing contracting opportunities for Minority/Women Business Enterprises and Qualified Rehabilitation Facilities, processes all purchase orders, quotes, bids and RFP's, moves contracts through the approval process, tracks and maintains contract files, performs analysis to determine if procedures can be improved, assists County users with information and training, and develops and implements policies and procedures to ensure that all applicable laws, ordinances, administrative rules and policies are adhered to.

Local discretion is limited by the requirements of ORS 279 and other applicable State Purchasing laws and contract conditions required by Federal and State funding sources.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Cost per dollar purchased	\$0.0167	\$0.0164	\$0.0159	\$0.0156
Percent of purchases from MBE/WBE contractors	2%	4%	4%	4%
Percent savings due to centralized purchasing	1%	2%	3%	3%
Percent of contracts routed through purchasing within 5 business days	92%	95%	95%	95%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Warehousing & Distribution

Purchasing
Nondepartmental

Description

Warehousing and Distribution provides commonly used supplies and equipment to County and other governmental agencies and is responsible for the County's surplus property. It purchases food, office, medical and janitorial supplies and equipment to maximize volume savings and convenience to County customers. Warehousing and Distribution assures accountability for the receipt, storage and distribution of all inventory purchased or owned by the County and for the redistribution or disposal of all surplus or obsolete materials and equipment using methods that are financially advantageous to the County.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of surplus property reused	25%	30%	30%	30%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

Employee Services

Management Support Services Nondepartmental

Description

The Employee Services Division provides managers, employees, and job applicants with professional human resource services which attract, retain, and develop an effective workforce that achieves the County's goals. The Division is responsible for delivery of professional services to all County managers and employees in the areas of personnel, training, and employee benefits. The Division recruits and selects candidates for employment, classifies positions, administers a civil service system, designs and recommends a compensation system, provides consultation to managers, provides word processing services to a defined customer base, trains managers and employees, administers employee incentives, designs and delivers employee benefit programs, promotes employee health, maintains employee records, and prepares reports for managers, employees, and other governments.

Division services are designed to be in compliance with the norms of the human resource profession and government regulations. Increasing government regulation has caused, and is expected to continue causing greater complexity in our operations.

Action Plan

Significant Changes

FTE's

Dollars

Employee Services

Management Support Services Nondepartmental

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Budget Trends

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Costs by Activity/Service
Director's Office and Word
Processing
Personnel
Training
Health and Benefits
Total Costs

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing by Activity/Service
Director's Office and Word
Processing
Personnel
Training
Health and Benefits
Total Staffing

1994-95 Proposed Budget

Division Director & Word Process

Employee Services

Nondepartmental

Description

The Division Director's Office directs the programs of the Employee Services Division, develops County personnel policy, trains County and City managers, and pursues other opportunities for intergovernmental cooperation.

Word Processing provides information processing services to all Management Support Services staff, and to all other County units not otherwise supported. Word Processing is responsible for the quick turnaround of neatly typed and proofread material. The operators receive input from handwritten and electronic sources, and output finished copy from their PC's to various printers on our local area network.

Word Processing responds to employees' correspondence and report needs by processing 7,000 completed work orders annually, of which 1,750 are "rush" work orders delivered within four hours. Text pages have grown from 57,901 in FY 91, to 70,287 in FY 93, for a 21% increase in two years.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Customer service average rating	na	4.0	4.0	4.0
Percent of rush orders completed within 4 hours	na	95%	95%	95%
Document count per FTE	2,314	2,333	2,333	2,333

Significant Changes FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Personnel

Employee Services Nondepartmental

Description

Personnel Services provides County management, employees, and job applicants with services which attract, retain, and develop an effective work force that achieves the County's goals. Personnel Services is responsible for recruiting and selecting employees, maintaining a classification system, developing and recommending compensation, providing professional consultation to employees, maintaining personnel records, and producing personnel reports. Typical activities include civil service exams, salary surveys, regression analysis of pay trends, classification studies, organizational development, counseling, and government compliance reports.

Personnel Services annually receives 10,000 employment applications, certifies 500 eligible lists, and makes pay recommendations which affect approximately 33% of all County expenditures. As the number of County employees has risen from 2,624 FTE in FY 81 to 3,506 in FY 94 and the personnel professional staff has declined from 9 to 7 in the same time, we have become the leanest general purpose government personnel staff in the metro region.

Local discretion is limited by constantly increasing regulations, including federal and state law, administrative rules, case law, County Charter and ordinances, and labor contracts.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Customer service average rating	na	na	na	3.5
Percent of eligible lists delivered within 4 weeks	61.6%	60.0%	60.0%	60.0%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

1994-95 Proposed Budget

Training

Employee Services Nondepartmental

Description

The mission of the Training Section is to design and deliver courses which meet those employee learning needs that cut across Department lines. We currently offer 13 courses in various aspects of management, clerical, and technical training, and will introduce in 1994-95 much-requested courses in conversational Spanish and conflict resolution. Training staff support these classes by surveying learning needs, publicizing offerings, recruiting trainers, and scheduling students; additionally, they administer the Employee Service Award Program and Tri-Met Bus Program.

Approximately 1,378 students will be trained in 1994-95, 298 employees will receive service awards, and approximately 82 exempt employees will participate each month in the Tri-Met Bus Pass Program. These programs are expected to continue at about the same level, unless more resources are committed for additional training.

While the County has considerable discretion in offering courses, most of our management training is required by federal law, union contract, and/or Executive Order 124.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Student evaluation of Cultural Diversity course	na	4.0	4.0	4.0
Student evaluation of other courses	na	5.75	5.75	5.75
Service award timeliness	na	97%	97%	97%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Health & Benefits

Employee Services

Nondepartmental

Description

Health and Benefits is responsible for the management of the health and welfare programs for about 3,500 Multnomah County employees and their families, including medical, vision, and dental insurance, life and disability insurance, employee assistance (counseling services), employee health promotion, child care resource and referral, child care and health care expense reimbursement plans, new employee orientation, and HIV/AIDS mandated training. The program also administers medical/vision, dental, and life insurance benefits for approximately 350-400 retirees each year. Health and Benefits prepares and monitors service contracts with health plan and program providers; plans and delivers health enhancing classes and activities; develops and implements benefit plan design improvements and modifications; responds to employee questions and problems; develops health-related policy and procedures; delivers group training and presentations including new employee orientation and open enrollment; maintains benefit records and files; prepares employee education and benefit communication materials; and processes insurance billings.

The proposed Clinton health plan will result in new complexities and is expected to increase the need for our services.

Benefit design and administration is subject to compliance with federal and state laws and regulations, as well as terms of County ordinances and labor agreements.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Participation rate in Health Promotion programs	37%	40%	40%	40%
Customer service rating	na	3.5	3.5	3.5
Cost as a percent of average government health plan cost	94.65%	94.00%	94.00%	94.00%

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Labor Relations

Management Support Services Nondepartmental

Description

The mission of the Labor Relations Division is to effectively negotiate and administer the County's collective bargaining agreements. The Division is currently responsible for nine collective bargaining agreements. Tasks performed include technical contractual research, contract drafting, negotiations, contract interpretation, grievance handling, and interest and grievance arbitration.

The requirements of the program have been increasing due to both the substantial increase in the numbers of represented employees and the recent addition of another bargaining unit.

This program is designed to meet the legal requirements of the Public Employees Collective Bargaining Act to engage in good faith bargaining with the County's Collective Bargaining Agents and to comply with the terms of the resulting agreements.

Action Plan

Labor Relations

Management Support Services Nondepartmental

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent change in represented employees from base of 1988 with staff of 3 professional FTE's	149%	153%	153%	153%

Significant Changes FTE's Dollars

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Labor Relations				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Labor Relations				

1994-95 Proposed Budget

Risk Management

Management Support Services Nondepartmental

Description

The Risk Management Division's purpose is to protect the human, physical, and financial assets of the County. We are responsible for identification of potential causes of loss, training, consultation, and policy recommendations to prevent losses, purchase of insurance (excluding that provided by the Employee Health and Benefit Program), and management of the Workers' Compensation program. We provide technical assistance and training in loss control, including health and safety assessments; manage the Workers' Compensation and Return to Work programs; determine the need for and negotiate insurance coverage; develop County policies and procedures to reduce risk.

This program helps the County comply with its mandates for preventing and responding to employees' work-related injuries and for complying with occupational health/safety laws and other laws and regulations which, if not complied with, could result in fines or liability losses. The Workers' Compensation program is relatively stable; the other legal mandates for the County are increasing.

State and federal laws on workers' safety, workers' compensation, employment and environmental protection limit the County's discretion. Insurance coverage may be limited by market conditions.

Action Plan

Risk Management

Management Support Services Nondepartmental

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Frequency of workers' compensation claims per 100 FTEs	7.5			
Number of work days lost per 100 FTEs	29.9			
Average cost of liability claims	\$3,397			
Percent of employees eligible for loss control training who receive it	na			

Significant Changes

FTE's Dollars

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Risk Management				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Risk Management				

1994-95 Proposed Budget

Budget

Management Support Services Nondepartmental

Description

The purpose of this division is to protect the long-term financial stability of the County. Planning and Budget is responsible for designing and coordinating budget processes and for financial forecasting. The division estimates current and future years spending and revenues, prepares legal budget documents, assists departments with fiscal and program analysis, prepares fiscal analysis of issues that come before the Board, maintains budgetary accounts in the general ledger, and assists policy makers in long range planning efforts.

Budget preparation involves roughly 350 employees, about 10% of the County's workforce. As the County moves toward more sophisticated budget processes and performance measurement, more employees will be involved in performing more complex tasks and the workload of the division will tend to increase.

Many budget processes and formats are constrained by the sections of ORS 294 known as the Local Budget Law, including: deadlines for completion of approved and adopted budgets, hearings before the Tax Supervising and Conservation Commission, and the form and contents of the financial summary and detailed estimate sheets.

Action Plan

Budget

Management Support Services Nondepartmental

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Accuracy of revenue projection	+1.89%	±2.00%	±2.00%	±2.00%
Accuracy of spending projection	-1.07%	±2.00%	±2.00%	±2.00%

Significant Changes

FTE's Dollars

Budget Trends

1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service Budget	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing by Activity/Service Budget	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Affirmative Action

Management Support Services Nondepartmental

Description

The City of Portland and Multnomah County share an Affirmative Action program to reduce duplication between the two governments while assuring that each government meets the regulatory requirements for having an office to monitor, report, plan and implement program strategies, and to provide creative solutions to work force and service program diversity. Affirmative Action is responsible for helping the City and County achieve and maintain a diverse and representative work force; assisting the Training Officers in coordinating and providing training and educational opportunities regarding equal employment opportunity issues (workforce 2000, sexual harassment, Americans with Disabilities, etc.); and offering informal counseling and consultation to managers and employees who are experiencing problems in the work place and who may be considering formal action.

The Affirmative Action program helps assure compliance with equal opportunity laws. The need for such services will increase due to new federal regulations, equal opportunity and ADA requirements contained in federal grant regulations, and ongoing court interpretations of regulatory requirements.

Local program discretion regarding the implementation of an affirmative action program is significantly limited by Presidential Executive Order 11246 (30 FR 12319, September 29, 1965; Office of Federal Contract Compliance Programs regulation (41 CFR Chapter 60); and various courts' ongoing decisions on EEO/Affirmative Action issues.

Action Plan

Affirmative Action

Management Support Services Nondepartmental

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Minority employees as percent of workforce availability	97.85%	98.57%	98.57%	100.00%
Females in protected services category as percent of workforce availability	96.40%	98.80%	98.80%	100.00%
Percent of affirmative plan implemented to date	10%	70%	70%	100%

Significant Changes

FTE's Dollars

Budget Trends

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Affirmative Action				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Affirmative Action				

1994-95 Proposed Budget

County Counsel

Management Support Services Nondepartmental

Description

The office of County Counsel provides legal services to all elected officials and other County employees. Legal services include rendering legal advice and opinions, drafting and approving legal documents, representing the County, its officials and employees, in all court and administrative proceedings, and in general reviewing all legal aspects of County government operations.

Legal services are provided to insure compliance with state and federal legal requirements for conduct of governmental affairs as well as the County charter and regulations, to defend against claims against the County to reduce the cost of operations, and to enforce compliance with County law. New legal mandates, such as the ADA, Family Leave Law and the Oregon Health Plan, add complexity to the legal environment and increase the demand for legal services. The changing structure and modes of government (e.g. entrepreneurial initiatives) also will increase the need for legal services.

Action Plan

County Counsel

Management Support Services Nondepartmental

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Cost as a percent of cost of medium sized law firms	NA	NA	NA	NA
Percent of requested legal training provided	NA	NA	NA	NA
Percent of Oregon State Bar training received by staff	NA	NA	NA	NA

Significant Changes

FTE's Dollars

Budget Trends

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing Levels				
Personal Services				
Contractual Services				
Materials & Supplies				
Capital Outlay				
Total Costs				
Program Revenues				

Net Revenues Required

Costs by Activity/Service County Counsel	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing by Activity/Service County Counsel	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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1994-95 Proposed Budget

Management Support Services

Emergency Management

Nondepartmental

Description

Emergency Management is responsible for organization, administration and operation of emergency management and hazardous materials response programs. The Office performs activities necessary to provide, support and maintain an emergency services system to prevent or reduce the impact of emergency conditions which includes: coordinating development of plans, procedures and policies; maintenance of an emergency operating facility; coordination with agencies and organizations; providing a coordinated communications and alert and notification network and a public information system; training and implementation of an incident command structure for coordinated response and recovery; development and implementation of exercises; and hazardous materials team response.

The office provides emergency related services for Multnomah County. The need for such services is expected to grow as the population increases.

Each county shall, each city may, have an emergency management agency (ORS 401.305). If cities do not establish an agency, it is the responsibility of the County to provide emergency management activities countywide to include all cities and special districts.

Action Plan

Management Support Services Emergency Management Nondepartmental

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of planning guidelines completed annually	1	0	6	12
Number of personnel trained in the Intro to Incident Command System to date	127	215	215	300
Number of exercises or actual emergencies	2	1	1	1

Significant Changes FTE's Dollars

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Emergency Management				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Emergency Management				

1994-95 Proposed Budget

Independent Organizations

Nondepartmental

Description

The Citizen Involvement Committee and the Tax Supervising Commission are independent organizations that receive their funding from Multnomah County. The Citizen Involvement Committee 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 Commission 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 .

Significant Changes

FTE's

Dollars

Independent Organizations

Nondepartmental

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Citizen Involvement Committee				
Tax Supervising Commission				
Total Costs				

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>
Citizen Involvement Committee				
Tax Supervising Commission				
Total Staffing				

Independent Organizations

Citizen Involvement Committee **Nondepartmental**

Description

The Citizen Involvement Committee's mission is to inform residents of Multnomah County of their opportunities and rights in the decision-making process of all aspects of County government, create meaningful citizen involvement opportunities, and integrate citizens in the decision-making processes of their government. It is responsible for ensuring that citizen concerns are heard and accounted for early in the formal decision-making process, and working with citizen boards, commissions, task forces, associations, ad hoc groups and individuals to help elected officials exercise home rule authority:

Action Plan

Independent Organizations Citizen Involvement Committee Nondepartmental

	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Key Results				
Percent change in publications distributed				30%
Number of Public Hearings				4
Number of presentations to community organizations				8
Percent of CBAC and CIC positions filled				100%

Significant Changes

FTE's Dollars

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Budget Trends				

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Costs by Activity/Service				
Citizen Involvement Committee				

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing by Activity/Service				
Citizen Involvement Committee				

1994-95 Proposed Budget

Tax Supervising

Independent Organizations
Nondepartmental

Description

Action Plan

Tax Supervising

Independent Organizations Nondepartmental

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes

FTE's Dollars

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Tax Supervising				

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Tax Supervising				

1994-95 Proposed Budget

Allotments to Non-County Agencies

Nondepartmental

Description

Significant Changes

FTE's

Dollars

Allotments to Non-County Agencies

Nondepartmental

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service Non-County Agencies	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing by Activity/Service Non-County Agencies	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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1994-95 Proposed Budget

Accounting Entities

Nondepartmental

Description

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Tax Anticipation Notes

Accounting Entities
Nondepartmental

Description

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Special Appropriations

Accounting Entities
Nondepartmental

Description

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Capital Lease Retirement Fund

Accounting Entities
Nondepartmental

Description

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Library Bond Sinking Fund

Accounting Entities
Nondepartmental

Description

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

1994-95 Proposed Budget

Insurance Fund

Allotments to Non-County Agencies
Nondepartmental

Description

Significant Changes	FTE's		Dollars
	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

1994-95 Proposed Budget

Juvenile Justice

Departmental	2
Mission	2
Goals	2
Values	2
Division Management	9
Administration and Program Support	11
Intake and System Coordination	12
Court Process	13
Abused / Neglected Children	14
Probation Counseling	15
Detention	16
Detention Alternatives / Special Programs	17
Residential Programs	18

Juvenile Justice

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Division Management

DSS

Description

Division Management is responsible for the direction, managerial oversight and coordination of the Juvenile Justice Division. This activity center contains the staffing and functions of the Division Director and Administrative Secretary.

Action Plan

Significant Changes

FTE's

Dollars

Division Management

DSS

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Admin & Program Support

Division Management

Juvenile Justice

Description

The purpose of Administrative and Program Support Services is to provide accountable management and administrative support for the Juvenile Justice Division. Administrative and Program Support Services is responsible for providing computer services, data and records management, document preparation and processing, client eligibility, and financial services.

Administrative and Program Support Services processes warrants and record expunctions, provides data collection and analysis, develops and manages automated systems, prepares legal documents, determines client eligibility for Medicaid and other assistance programs, acquires and supports computer equipment and software, administers a Local Area Network, and handles the Division's purchasing, accounts payables/receivables, budget, payroll/personnel and contracts.

This activity supports approximately 177 staff and handles information and business needs for over 23,000 client referrals and 90 programs and contracts a year. Referrals are increasing at a rate of over 15 percent a year and the demands continue to increase for more comprehensive and complex client and financial information.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

Intake & System Coordination

Juvenile Justice

Description

The Intake Unit's mission is to provide information about and access to the juvenile justice system. The Intake Unit responds to inquiries and referrals, admissions to detention, reviews paper referrals, initiates court process. The Intake unit answers victim inquiries, responds to agency and police requests, gathers information, assesses and evaluates circumstances and determines action; screens youth for detention according to state statutes and least restrictive alternative guidelines, directs cases for necessary action; coordinates preliminary hearings, prepares petitions, schedules court appearances, and reviews, prepares transfer of jurisdictions, facilitates expunctions of records, emancipations of youth over 16 and guardianships of minor children.

The Intake unit serves as an information source and gatekeeper to the juvenile justice system regarding delinquent and dependant children, their victims and families.

The referrals to the Intake unit are increasing, as are all referrals to the Juvenile Justice Division.

The state juvenile code and rules and orders of the court set legal parameters of Intake unit.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Court Process Services

Juvenile Justice Services

Description

The mission of the Court Process Services Unit is to support the Juvenile Court processes on felony cases. Information on new cases is analyzed and decisions made as to whether to pursue the case formally or informally. If the case is to be pursued formally, the court process is initiated, pre and post adjudication recommendations are made to the court and client and family needs are addressed.

Adjudicators meet with client and family, collect collateral contact information, contact victims, staff cases, compose court summaries, prepare oral testimony, coordinate with other agencies and attorneys, propose dispositions mindful of community protection, accountability, skill building, and fair and just sanctions, establish a fundamental case management plan, file petitions, arrange attorney appointments, docket cases, testify in court, divert cases from judicial process using informal sanctions, provide crisis intervention, and facilitate admission to treatment programs and schools.

The Court Process Services Unit was developed to increase consistency of Juvenile Justice Counselors in court hearings, and to enable probation officers to provide more direct care services by adjudicating or informally disposing of 1400 cases a year.

The work flow to the unit is managed by the Supervisor to some extent, but the pressure to do more cases and the intensity of the cases in increasing all the time. In 1988/89 1,977 felony referrals were assigned at Juvenile Justice Division; in 1991/92 3,162 cases were assigned.

Key Results	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94	1994-95	Change
	<u>Adopted</u>	<u>Budget</u>	

Staffing Level
Costs
Program Revenue
Net Revenue Required

Court Services-Abused/ Neglected Children

Juvenile Justice

Description

The Abused / Neglected Children Unit's mission is to protect children who are abused, neglected or abandoned. Counselors review all dependency cases referred to Juvenile Court and recommend to the court actions that are in the best interest of the children involved. Dependency counselors support the court functions surrounding dependency cases (hearing and conferences) and coordinate cases with other public agencies (District Attorneys, CSD, JJD staff, law enforcement and school personnel).

The Dependency Support Unit provides clerical support to the dependency adjudication process, and is responsible for tracking and processing review hearings. The unit provides clerical support for counselors, attorneys and judicial officers. This unit schedules cases and summons parties to various court proceedings; the unit tracks cases through the adjudication process, supports and coordinates the flow of paper associated with dependency proceedings.

Allegations of child abuse and neglect continue to increase; this unit reviewed 2,921 allegations in 1988/89. In 1991/92 3,376 allegations were reviewed.

State Juvenile code and judicial rules define the legal parameters of dependency casework.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Probation Counseling

Juvenile Justice

Description

The purpose of Probation Counseling is to provide services to youth and families that enhance Community Protection, promote Accountability and ensure Skill Development. Probation Counseling conducts Offense Specific Case Assessments, develops and carries out Case Plans, monitors and enforces Court imposed probation conditions, refers youth to community based treatment programs, and provides youth with a variety of social skill building experiences.

There are approximately 1050 youth under the direct supervision of Probation Counseling. The majority of these youth are on Formal Probation for Felony referrals including Unauthorized Use of A Motor Vehicle, Sex Offenses, Aggravated Assaults and Robbery. An increasing number of youth are referred for gang-related behavior. National trends and the population growth in the Portland SMSA indicate that a continuing increase in the number of youth referred as well as an increase in the severity of referrals will occur.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Detention

Juvenile Justice

Description

The mission of the Donald E. Long Home is to create and maintain a safe, secure, stable and enriching environment for juveniles in our care, while protecting the community. The Donald E. Long Home is responsible for secure housing and programming to meet the basic needs of Multnomah County juveniles referred by law enforcement or the Court (Washington County and Clackamas County youth by contract). Detention provides admitting, releasing, clothing, feeding, supervising, recreation, groups, mental health, and we oversee alcohol and drug, health and educational services. Donald E. Long Home provides secure housing to assure Court appearances and community protection as well as post-adjudicatory consequences for 3,411 admissions in 1992.

Type of referrals would indicate juvenile crime is becoming more serious. In 1991 there were 2,858 referrals for felony crimes where in 1992 there were 3,410 referrals for felonies.

Felony Referrals

1991	1992
2,858	3,410

Oregon Revised Statutes mandates that County's provide a place to house juveniles.

	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Key Results				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Detention Alternatives/ Special Programs

Juvenile Justice

Description

The mission of Detention Alternatives and Special Programs is to minimize the number of youth held in detention by developing and managing alternatives in the community at the least risk to public safety. This service center is responsible for the management and oversight of the Gang Influenced Female Team (GIFT); Youth Employment Empowerment Projects (YEEP); drug and alcohol services; Close Supervision and electronic monitoring services; Community Services; and Probation Alternative Weekend (PAW):

This activity coordinates supportive services for gang-involved young women and children; pre-employment training, job placement and employment support to gang-involved youth; substance abuse pre-screening, referral to treatment and monitoring of delinquent youth; supervision of detention-eligible youth in the community through home and school visits, random phone contacts and electronic monitoring; creation, placement and supervision of adjudicated youth in community work activities; and the provision of skill groups specifically designed to educate adjudicated youth about the conditions of probation and the skills necessary to successfully complete probation.

The maximum detention capacity of the Donald E. Long Home is 92 youth. The Division receives over 3,400 admissions to detention annually. Delinquency allegations have increased from 5,500 in FY 1988-89 to 8,500 in FY 1991-92. The trend in juvenile systems nationally, as well as locally, is an increase in violent and serious offenses which continue to threaten public safety and, therefore, require an increase in the number of youth requiring secure placement.

The funding for GIFT, the majority of funding for YEEP, and the funding for the electronic monitoring component are provided by external grants with specific grantor requirements. Close Supervision and Community Service are Court Ordered by judicial authorities.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Residential Programs

Juvenile Justice

Description

The purpose of residential programs is to provide stable, safe environments from which high-risk and/or gang-involved youth can acquire skills, confidence, and support to transition into the community. Youth served in these residential settings are in jeopardy of commitment or commitment to the State Training School; or with no safe living situation. This service center is responsible for the administration and operation of the Assessment, Intervention, and Transition Program (A.I.T.P.), and the contractual oversight for residential bed spaces at the Portland House of Umoja, Yaun Youth Care Centers, and in shelter care programs overseen by the Tri-County Youth Services Consortium (T.C.Y.S.C.). This activity provides each youth, through ongoing groups and individual counseling, a comprehensive multi-disciplinary assessment, stabilization of their behavior, skill development, and the facilitation of the transition process from a residential program back into the community for the youth and family.

This service center provides residential placement to a minimum of 28 youth per month who might otherwise be placed in the State Training School or who are at risk of being homeless. The need for residential placements, both secure (A.I.T.P.) and non-secure (Portland House of Umoja, Yaun Youth Care Centers, and shelter provided through T.C.Y.S.C.), is increasing.

The utilization of these services is restricted by state statute and by the restrictions community-based programs have regarding the youth they can serve.

Key Results	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Aging Services

Departmental.....	1
Mission.....	1
Goals.....	1
Objectives.....	1
Vision.....	1
Values.....	1
Department Services.....	3
Division Mgmt & Admin Services.....	9
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Program Mgmt & Advocacy.....	13
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Aging Services

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Division Mgmt & Admin Services Aging Services

Description

The mission of the Management and Administrative Services is to maintain and provide fiscal and management information and contract administration to enable Aging Services to plan and deliver social and health services. To accomplish this mission, management and administrative services assures financial accountability in a multiple fund account environment, administers service contracts, facilitate personnel and payroll activities, maintain computer network and related fiscal activities.

Action Plan

Significant Changes

FTE's

Dollars

Division Mgmt & Admin Services

Aging Services

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Budget Trends

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Costs by Activity/Service

Total Costs

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing by Activity/Service

Total Staffing

Community Access Services

Aging Services

Description

The mission of Community Access Services is to provide through partnership with community agencies an array of community based supportive services which enable older persons to maintain the most independent lifestyle possible. To achieve this mission, Community Access Services manage a system of contracted services including case management, nutrition services, transportation and in-home services directly provides community access services, information and referral, Gatekeeper and 24 hour access.

Local discretion for this program is limited by the Older Americans Act (Federal), Oregon Project Independence (State) and the City/County Intergovernmental Agreement.

Action Plan

Significant Changes

FTE's

Dollars

Community Access Services

Aging Services

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Total Costs

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Total Staffing

Community Access Services

Program Mgmt & Advocacy

Aging Services

Description

The purpose of program management and advocacy is to provide direction to and coordination of the Community Access Services to insure quality services, program development and advocacy on issues affecting community elders. Program management and advocacy provides technical assistance, contract monitoring, unmet needs identification and issue advocacy.

Community access services are delivered through twenty five community organizations to a service population with changing service needs.

This problem is increasing due to the growing demand for more services and new service options for the elderly. Community Access Services is limited by the Older Americans Act (Federal) and Oregon Project Independence (State) regulations.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Percentage of contracts successfully completed

Significant Changes	FTE's	Dollars
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	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>

Staffing Level
Costs
Program Revenue
Net Revenue Required

Community Access Services

District Centers-Case Mgmt Aging Services

Description

The purpose of District Centers - Case Management service is to provide needs assessment and access to services for older persons (60+). This is accomplished through contractual partnership with neighborhood based/community agencies which provide services, additional funds and service development unique to their neighborhood.

The services provided by district centers are case management (comprehensive needs assessment, service referral and service monitoring). Information and referral, (brief assessment and linkage to needed services) and focal point management (resource development, existing service coordination).

102,248 older persons (age 60 and over) and their families reside in Multnomah County. Many are not familiar with available service options. There is the potential for inappropriate restrictive placement, for economic or emotional abuse, or unnecessary physical, emotional and mental deterioration. This problem is increasing because of the growing older population and because the most vulnerable segment (those 85+) is growing dramatically.

The Older Americans Act mandates the delivery of services through neighborhood based community organizations. Oregon Project Independence defines service eligibility. The City of Portland/Multnomah County intergovernmental agreement earmarks city funds for district centers.

	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected
Key Results				
Clients age 75 and older served				
Percent of new clients served who are in target population.				
Low income clients served				
Ethnic minority clients served				
Frail clients served				

Significant Changes	FTE's	Dollars
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	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Nutrition Services

Description

The purpose of Nutrition Services is to assist older persons to continue to live as independently as possible through the provision of home delivered and congregate meals. The nutrition service is responsible for delivering 240,768 home delivered meals to 3,650 older persons and delivering 118,123 meals to 3,800 persons at 20 congregate sites. Each meal served contains at least one-third of the current recommended Dietary Allowances (RDA).

For elderly persons poor, nutritional habits can contribute to physical and mental decline and further debilitation. For 55% of those served, this nutrition service is the only meal or one of two meals consumed each day.

This problem is increasing due to the increasing number of older persons and the increasing number of persons over the age of 85 years of age.

Older Americans Act defines meal requirements and service delivery method

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of Multnomah County elderly served				
Meal per participant per week.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

In-home Services

Description

The purpose of in-home services is to assist age 60 and older persons who require assistance with two or more activities of daily living to remain independent and living in their own homes. In-home services are responsible for providing assistance with activities of daily living with which the older individual is unable to perform or request assistance in performing. Approximately 450 older persons are provided 2 hours of housekeeping services weekly, approximately 250 older persons 1 1/2 hours of personal care, (bathing/grooming) each week.

Based on national surveys, 32% of persons over age 65 require assistance with an activity of daily living (eating, bathing, grooming/dressing, toileting) or lack the stamina or physical ability to maintain their home. Personal health and safety as well as community health and safety is maintained through this service.

This problem is increasing due to the increased number of older persons living in the community and the increase of the most frail over 85 population.

Oregon Project Independence, Oregon Nurse Practices Act define service eligibility and service delivery requirements.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of elderly served in their own home				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Ethnic Services

Community Access Services

Aging Services

Description

The purpose of Ethnic Services is to increase minority service participation, clients, volunteers, and employees in the Aging Services Division program by increasing access to service, decreasing barriers and developing programs meeting the need of specific ethnic populations.

This is accomplished through contracts for ethnic programs, development of specialized programs, multi-language materials, community outreach, translation, cultural and advocacy training, and technical assistance to ethnic minority groups, organizations and community in forming and organizing self-supported organizations.

Over eight per cent of the county's elderly population are minority.

National studies show that minority elders are at greater social and health risks. This is an increasing problem due to increased minority populations in Multnomah County.

Older Americans Act mandates targeting services to socially and economically disadvantaged.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Ethnic clients as a percentage of total clients served				
Percentage of ethnic minority elders served.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Community Access Services

Transport & Special Support

Aging Services

Description

The purpose of Transportation and Specialized Support Services is to maintain frail, low-income older persons in their own home through special transportation. Prescheduled door-to-door rides using lift equipped vehicle or commercial taxis for medical appointments and shopping for older persons. Transportation services are provided to those who cannot use regular bus service due to physical, emotional or language barriers and have no other means of transportation.

One third of the Multnomah County older population (approximately 33,660) are considered mobility disadvantaged and therefore lack access to medical appointments or shopping.

This problem is increasing due to the increasing older population and the most frail or 75+ years of age segment.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of special transportation rides				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Access Services

Community Access Services

Aging Services

Description

The purpose of access services is to provide convenient and reliable access to services and information about service for older persons in Multnomah County. This service is responsible for responding to telephone and written inquiries for information and problem-solving, referral to services with documented follow-up. This is accomplished through information and referral, after hour crisis intervention and through training of "gatekeepers" employees of community businesses who may encounter frail older persons through their work.

Over 100,000 elderly persons and their families reside in Multnomah County. The system of available services for older people can be difficult to understand, let alone access. The Gatekeeper and 24 Hour access programs link older persons who are at risk with the Aging Services system. This problem is increasing because of the growing population over the age of 75.

The Older Americans Act mandates information and referral and outreach programs.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percent of access service contacts linked to services				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Multi-disciplinary Team

Description

The purpose of the Multi-disciplinary Team (MDT) is to provide appropriate intervention with at risk seniors who have a combination of social, mental health, health, and alcohol/drug problems. Teams consisting of a geriatric mental health specialist, a social worker and a community health nurse combine with Aging case managers through an agreement among the Aging Services Division, Social Services Division and the Health Department.

The team receives 750 referrals annually. Team members provide holistic assessments, case consultation, and direct nursing and mental health treatment as appropriate. These clients are resistive to service, home maintenance or health care due to a combination of behavioral and health problems. These clients can represent a danger to themselves and the community.

Over 100,000 seniors reside in Multnomah County. Approximately 8% are considered frail and require assistance with daily living tasks. 15% of older adults have a mental health or alcohol problem serious enough to require treatment.

This problem is increasing because of the growing number of persons over age 75 who are more frail.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percent of care plans developed				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Long Term Care Services

Aging Services

Description

The mission of the Long Term Care Services is to provide services which are the least restrictive, least costly safe environment of the client's choice to financially and service eligible frail elders. To achieve this mission, Long Term Care Services provides case management access to community based and nursing home service.

The major responsibilities of this program group are to: determine service and financial eligibility, authorize a range of community based and nursing homes, monitor developing needs and service delivery.
investigate protective service complaints, and screen nursing home placements to insure appropriate service use.

Local discretion for this program group is limited by federal and state Medicaid regulation.

Action Plan

Significant Changes

FTE's

Dollars

Long Term Care Services

Aging Services

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Budget Trends				
Staffing Levels				
Personal Services				
Contractual Services				
Materials & Supplies				
Capital Outlay				
Total Costs				
Program Revenues				

Net Revenues Required

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Costs by Activity/Service				

Total Costs

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
Staffing by Activity/Service				

Total Staffing

Long Term Care Services Aging Services Program Mgmt & Advocacy

Description

The purpose of the program management and advocacy is to provide direction and coordination of the delivery of Long Term Care services, insuring quality services, program development issue advocacy and compliance with regulation.

This service is to optimize the operation of the five branch offices through policy information dissemination, supervision, training, technical assistance, and new program development.

	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected
Key Results				
Percent of intakes completed within 45 days				
Percent of reviewed cases which have appropriate service level and correct eligibility forms.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Long Term Care Services

Community-based Case Mgmt Aging Services

Description

The purpose of Long Term Care Community Based services is to maintain frail elders in the least restrictive community based living environment of their choice. This service maintains a caseload of 2,300 financially eligible elders with services in their homes, or in a community based care settings. Case managers assess elderly individuals particular needs and develop service plans from an array of community based services.

This program addresses the needs of financial and service eligible elders who, without services would require more expensive, more restrictive nursing home care.

This problem is increasing due to a growing older population. The population segment in greatest need of assistance, those 85 and older, increased 17% between 1980 and 1990 compared to 3.8% for the general population. This population will grow by 13% during the next decade, according to population projection.

Local discretion is limited by Federal and State Medicaid regulation which defines eligibility and range of services available. Budget allocations are based on state caseload standards.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of ASD Medicaid clients in community-based care				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94	1994-95	
	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>

Staffing Level
Costs
Program Revenue
Net Revenue Required

Long Term Care Services

Nursing Facility Case Mgmt Aging Services

Description

The purpose of the Long Term Care Nursing Home case management service is to maintain frail elderly no longer capable of independent living, in nursing homes with safe quality service. This service maintains a caseload of 1,400 nursing home residents and as appropriate, seeks needed rehabilitate services or relocate residents to less restrictive community based care.

The program assesses client need, determines service and financial eligibility and implements care plans based on service need and client choice. All services are funded directly by the State Medicaid Program.

This program addresses the need of financially eligible frail elders for safe quality nursing and custodial care. These elders are dependent in three to five activities of daily living. This problem is increasing since the most frail, the 85+ population are increasing in number. The 85+ population is growing at a rate four times faster than the general population (17% vs. 3.8%). Population projections indicate the 85+ segment will grow 13% over the next decade.

Local discretion is limited by Federal and State Medicaid regulation which defines eligibility and range of services available. State allocations are based on State caseload standards.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of Medicaid clients residing in nursing homes				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Public Guardian

Long Term Care Services

Aging Services

Description

The purpose of the Public Guardian Service is to act as guardian and/or conservator for persons judged by the court to be unable to care for themselves, who are at high risk of abuse, exploitation or deterioration of health, and who have no one else available to serve as guardian. The Public Guardian Service establishes care plans to stabilize the situation and maintain 135 wards at a significantly lower risk level than at service intake. Services includes ongoing medical and placement decisions, twenty four hour service fiduciary responsibility for client assets, property management and sale, timely submission of court reports and information and consultation on guardianship, conservatorship and alternatives to these services.

This program addresses the need for the protection of and need for persons who, due to mental and physical incapacity, can no longer care for themselves or make appropriate decisions regarding their own care, and are in situations of such high risk that no alternative to guardianship will serve to stabilize the situation.

- * It is increasing due to significant increases in the "old old" senior population, decreases in services available to the seriously mentally ill, and deinstitutionalization of the mentally retarded/DD population.
- * Oregon Revised Statutes for guardianship and conservatorship, and for Public Guardian Programs, local court rules.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Improvement in health and living situation				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Long Term Care Services Adult Home Care Regulation Aging Services

Description

The purpose of the Adult Care Home Licensing Program is to assure a safe living environment with quality care for residents of adult care homes.

The program is responsible for screening and inspecting applicant facilities for licensure, inspecting and issuing annual licenses responding to complaints, providing trainings for Adult Care Home operators. The ACH Program also produces a listing of licensed homes for the use of the public.

Three thousand elderly and disabled persons requiring assistance with daily activities reside in and receive service from Adult Foster Homes and Room and Board Homes.

There has been a steady increase in new applicants homes licensed and complaints requiring investigation.

The Adult Care Home Licensing Program operates under Multnomah County Ordinance No. 503 (8.90).

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of homes licensed				
Average number of complaints per licensed home.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Housing and Community Services

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Housing and Community Services

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Division Management

Housing & Comm Svcs

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
 Contractual Services
 Materials & Supplies
 Capital Outlay
 Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Total Costs

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Total Staffing

Division Management

Administration
Housing & Comm. Svcs

Description

The purpose of Division Management is to set policy and direction for the Division and its programs. Management is responsible for assuring Division programs and activities are responsive and accountable to the clients, community, funding sources, citizen advisory bodies, and County/Division employees. Division Management works with all players to clarify and set current priorities and directions, resolve implementation problems, and ensure the work of the Division is done.

Federal/State funding sources require and limit certain activities and services, which affect the ability of the Division to plan and implement service systems and policies.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Administrative & Program Support Svcs

Administration
Housing & Comm Svcs

Description

The purpose of Administrative and Program Support Services is to assure the accountability of Division services and activities in terms of funding source requirements, County policies and procedures, and expectations of the community. The section is responsible for personnel management, fiscal accounting, budgeting, contract preparation and monitoring, management information and client tracking systems, system/program planning and evaluation, and program/resource development. The section oversees Division-wide policy and procedures development and implementation to assure program consistency and direction.

Funding sources require certain types of plans and reports to account for their funds which may or may not match County data systems and/or reports.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>

Staffing Level

Costs

Program Revenue

Net Revenue Required

Homeless & Anti-Poverty Housing & Comm Svcs

Description

The purpose of this agency is to alleviate the causes and impacts of poverty, including homelessness, hunger, and excessive costs of basic needs (food, home energy, rent). The agency is responsible for developing and administering a continuum of services to help low income households meet their basic needs, become stabilized, empower themselves, and achieve self-sufficiency. The agency plans and advocates on a countywide basis, and contracts with a system of community-based agencies to provide such services as:

- | | | |
|--------------------------------------|---|-----------------------------|
| _community organizing | - | case management |
| _temporary housing & rent assistance | - | emergency food and supplies |
| _emergency shelters | - | home energy assistance |
| _access for cultural minorities | - | home weatherization. |

This program targets services to the 100,000+ households in the County who have incomes of 125% or less of the poverty level, including the 18,000+ households at risk of homelessness and the 15,000+ people who may be homeless. The rate of poverty is growing; the number of poor households increased by 20% between 1980 and 1990 while the Multnomah County population remained stable (U.S. Census).

The Community Action Agency is one of a nationwide network of community action agencies, and it must comply with federal, state, and local funding mandates, priorities, and requirements.

Action Plan

Homeless Services: To stabilize individuals, youth, and families in housing, eliminate their homelessness, and prevent homelessness from recurring.

Significant Changes

FTE's

Dollars

Homeless & Anti-Poverty Housing & Comm Svcs

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Homeless & Anti-Poverty Svcs

Program Mgmt and Advocacy Housing & Comm Svcs

Description

The Program Management and Advocacy unit is responsible for bringing the issues and concerns of poverty into the public consciousness and for developing and implementing strategies to reduce the causes and impacts of poverty on people. The unit monitors and highlights issues of poverty, hunger, and homelessness; supports citizen involvement and advocacy through the Community Action Commission; facilitates policy and resource development for the community action service system; provides program planning, development, and coordination for community action services; oversees the contracted community-based service delivery system; supervises low income weatherization assistance provided as a direct service with County staff, and supervises special projects for community restoration and service integration.

Federal and state funding sources mandate advocacy, program management, and a community action administering board.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Anti-Poverty & Housing Stabilization

Homeless & Anti-Poverty Svcs
Housing & Comm Svcs

Description

The purpose of this program is to increase economic self-sufficiency and housing stability of low/no income households by offering a continuum of client-centered services to address problems of poverty, including homelessness and hunger. The program contracts with service agencies to work with neighborhoods to address poverty issues, and to provide services (case management, housing, shelter, food, support groups, access to other resources, etc) for target populations, e.g., domestic violence victims, low income/homeless families or single adults, homeless elderly and youth, cultural minorities. The service system is based on a case management model; case managers provide linkage and access to client assistance and a variety of community resources based on an individualized case plan.

This program targets services to 100,000+ County residents with incomes less than 125% of poverty, 18,412 households at risk of homelessness, and over 15,000 people who may be homeless. The program served 35,522 people in FY 1992-93.

	1992-93	1993-94	1993-94	1994-95
'Key Results	Actual	Adopted	Estimated	Projected
Percent households whose income has increased or stabilized.				
Percent of homeless and at-risk households who are stabilized in housing for 6+ months.				
Percent of minorities provided access to anti-poverty services compared to percent of minorities in poverty population.				

Significant Changes	FTE's	Dollars
Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u> <u>Change</u>
Staffing Level		
Costs		
Program Revenue		
Net Revenue Required		

Energy Assistance

Homeless & Anti-Poverty Svcs
Housing & Comm Svcs

Description

The purpose of this program is to provide income support for low income households by providing energy assistance subsidies and helping them manage home energy expenses within household income. The program is responsible for subsidizing the cost of home energy for low income households. The program contracts with community service centers to conduct intakes, authorize subsidies per a statewide allocation formula, and provide energy case management; client assistance payments are made by the program through contracts with energy suppliers.

This program targets services to the 100,000+ County residents with incomes less than 125% of poverty; priority is for elderly, disabled, and families with children under age 6. Poverty rates are growing in this county, per 1990 Census.

This is a statewide program responding to federal and state mandates and administrative requirements.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percent of allocation spent on eligible households.				
Percent of low income households whose income has increased or stabilized.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Weatherization

Homeless & Anti-Poverty Svcs
Housing & Comm Svcs

Description

The purpose of this program is to increase economic self-sufficiency of low income households by reducing expenditures for home energy usage. The program is responsible for increasing energy conservation activities and weatherizing single- and multi-family homes of low income households, with priority given to elderly, disabled, and families with children under age six. The program audits homes of eligible households, provides conservation education and self-help materials, determines weatherization materials to be installed, contracts for weatherization work from a pool of private contractors and specialty vendors, and inspects the work to assure quality and completeness.

This program targets services to the 100,000+ County residents with incomes less than 125% of poverty; 482 housing units were weatherized in FY 92-93.

Federal and City funding sources mandate these services; some weatherization measures are required in order to receive utility company and oil rebates.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage receiving energy conservation education who report an increase in comfort and a decrease in energy consumption or expenditures.				
Percentage receiving weatherization assistance who report an increase in comfort and a decrease in energy consumption or expenditures.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Community Development Housing & Comm Services

Description

This purpose of this program is to develop viable urban communities, provide decent housing and a suitable living environment, and expand economic opportunities, principally for persons of low and moderate income who reside in unincorporated Multnomah County and the cities of Troutdale, Maywood Park, Fairview, Wood Village, and Lake Oswego. The program is responsible for allocating and managing federal Community Development Block Grant and HOME program funds and other resources developed by the program to implement community development and housing projects to meet community needs. The program group plans and funds the construction or rehabilitation of affordable housing, arranges for financing for connection to the Mid-County Sewer Project, funds small cities' public works projects, participates in the HOME consortium and Comprehensive Housing Affordability Strategy, and advocates for fair housing.

This program serves some 16,734 low to moderate income households, for whom housing costs and neighborhood livability are likely to be problems. As housing stock and public infrastructure age, problems in these areas tend to increase.

This is a federally-funded urban entitlement program and must comply with U.S. Department of Housing and Urban Development guidelines.

Action Plan

Significant Changes

FTE's

Dollars

Community Development Housing & Comm Services

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Program Mgmt & Advocacy

Community Development Housing & Comm Svcs

Description

Community Development Program Management and Advocacy Unit is responsible for administering the Community Development program in accordance with rules and guidelines promulgated by U.S. Department of Housing and Urban Development (HUD)/Housing and Community Development Block Grant Program, and by other funding sources, including the City of Portland and Robert Wood Johnson Foundation. The activities in this program include development of annual plans and status reports for housing and community development projects; advocacy and resource development on community livability and fair/affordable housing issues; assuring accountability for program expenditures; participation in community planning efforts, such as the CHAS and Fair Housing Advisory Task Force; and management of a Policy Advisory Board.

The program primarily operates with federal and private foundation funding, which require specific planning activities, types of services to be provided, and accountability reporting.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Housing Dev & Rehabilitation

Community Development
Housing & Comm Svcs

Description

The purpose of this program is to increase the number of appropriate, decent, and affordable housing options for low to moderate income households and special needs populations (homeless, seniors, disabled) in the unincorporated areas and small cities of Multnomah County. The program is responsible for allocating resources to maintain, improve, and increase affordable (low cost) and supportive (serviced) housing stock. Services include development of new/rehabilitated housing and support services, such as landlord/ tenant mediation and services for elderly in assisted-living arrangement.

This program targets services to the 16,734 low to moderate income households living in unincorporated Multnomah County, Troutdale, Fairview, Wood Village, Maywood Park, and Lake Oswego.

Program activities are governed by the Housing and Community Development Plan, Comprehensive Housing Affordability Strategy, and funding source regulations which limit local discretion.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percent of area households below median income spending 30% or less on housing.				
Percent of special needs population still needing community housing with adequate support who receive it				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Community Development

Housing & Comm Svcs

Description

The purpose of this program is to alleviate deficiencies in the public infrastructure (sewers, roads, water systems, etc.). The program is responsible for targeting diminishing resources on the critical infrastructure needs of low income households in unincorporated areas and small cities in Multnomah County, in accordance with a locally-developed and federally-approved Housing and Community Development Plan. The services provided through this program include public infrastructure support and sewer connections.

This program targets services to the 16,734 low to moderate income households living in unincorporated Multnomah County, Troutdale, Fairview, Wood Village, Maywood Park, and Lake Oswego.

Program activities are governed by the Housing and Community Development Plan and funding source regulations which limit local discretion.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Real per capita capital outlays for public infrastructure development/repair (modified Oregon Benchmark).				
Percent of eligible households in target area who are connected to Mid-County sewer project.				

Significant Changes		FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Youth Program Office

Housing & Comm Svcs

Description

Youth Program Office is responsible for implementation of the Multnomah County Commission on Children and Families's vision for the development and support of a comprehensive service provision continuum for children, young people, and their families in Multnomah County. This service continuum ranges from Growth Promotion to Prevention (both Primary and Secondary) to Intervention. The continuum exists to provide access to a variety of developmentally appropriate services. YPO staff provide: MCCF support; comprehensive planning; coordination and integration of County youth services; legislative advocacy; allocation implementation; contract development and monitoring; program evaluation; community education; technical assistance and program development; and, various other duties related to the development and support of the comprehensive service provision continuum.

Approximately 131,580 children and young people under the age of 18 live in Multnomah County.

Action Plan

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies

Youth Program Office

Housing & Comm Svcs

Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Program Mgmt & Advocacy

Youth & Family
Housing & Comm Svcs

Description

Program Management and Advocacy (PMA) supports the Multnomah County Commission on Children and Families (MCCF). Activities include Commission member recruitment and training; planning coordination; program development; public education; State commission liaison; media relations; legislative advocacy; evaluation; and, policy development.

PMA supports MCCF leadership; establishes unified, collaborative planning; institutes program models and evaluation processes; advances collaboration and cooperation with community providers; and, educates the public and public officials on issues relating to children, young people, and families. The MCCF addresses the lack of leadership, data, outcomes, systemic planning and collaboration for children, young people, and family services. Establishment of MCCF, the Division of Children and Families and a distinctly heightened County priority in this area indicates increasing PMA service requirements.

Local discretion is limited by restrictions posed by seven (7) state and federal funding streams, and legislation creating the MCCF (HB 2004) which describes its functions, staffing, and limits concerning advocacy by governmental entities.

Significant Changes

FTE's

Dollars

Program Mgmt & Advocacy

Youth & Family
Housing & Comm Svcs

Description

Growth promotion services support the healthy physical, mental, and emotional growth and development of all children, young people and their families through strength based, non-stigmatizing, proactive, wellness based models. Services are predicated upon the belief that all children and young people need four components in their lives in order to succeed: a competent nurturing adult; basic needs (housing, food, clothing, safety, and healthcare); good physical and mental health; and, developmental opportunities. Contracted programs include child care stabilization and educational readiness and support.

Growth promotion services support the existence of the four components of growth promotion rather than seeking to address problems. Children, young people, and their families involved in a growth promotion program have not necessarily exhibited any risk factors.

Federal Child Care Development Block Grant (CCDBG) funds may only support child care services. State Early Childhood Education benchmark funds may only be used for activities or services directly connected to the *Early Childhood Education* benchmark.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Child Development & Growth Promotion

Youth & Family
Housing & Comm Svcs

Description

Growth promotion services support the healthy physical, mental, and emotional growth and development of all children, young people and their families through strength based, non-stigmatizing, proactive, wellness based models. Services are predicated upon the belief that all children and young people need four components in their lives in order to succeed: a competent nurturing adult; basic needs (housing, food, clothing, safety, and healthcare); good physical and mental health; and, developmental opportunities. Contracted programs include child care stabilization and educational readiness and support.

Growth promotion services support the existence of the four components of growth promotion rather than seeking to address problems. Children, young people, and their families involved in a growth promotion program have not necessarily exhibited any risk factors.

Federal Child Care Development Block Grant (CCDBG) funds may only support child care services. State Early Childhood Education benchmark funds may only be used for activities or services directly connected to the *Early Childhood Education* benchmark.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of consecutive years that available child care slots in N/NE Portland remain consistent.				
Percent of children entering kindergarten meeting specific developmental standards for their age.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

At Risk Youth Intervention

Youth & Family
Housing & Comm Svcs

Description

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Rudget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

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Mental Health, Youth, Family Services

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Division.	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Administration

MHYFS

Description

Administration provides policy guidance, management, accountability, and support for the four major programs of the Mental Health, Youth and Family Services Division. It is responsible for carrying out the business of the Division in compliance with appropriate rules, regulations, and standards; monitors its subcontractors for the same compliance; and, provides centralized administrative and fiscal support to Division program staff by preparing and processing contracts, completing fiscal compliance reviews, providing fiscal tracking and reporting, making payments to subcontractors, processing RFQ's and RFP's, preparing and monitoring the budget, preparing the payroll and managing all personnel issues, handling division-wide purchasing of supplies and equipment, overseeing petty cash and travel requests, handling grant writing and reporting, and coordinating annual report and workplan development.

Action Plan

Significant Changes

FTE's

Dollars

Administration

MHYFS

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Total Costs

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Total Staffing

Division Management

Administration

MHYFS

Description

Division Management provides leadership, planning and policy direction, and sets the goals, priorities, and standards of the Mental Health, Youth and Family Services Division. It is responsible for the management and oversight of four major programs; serves as liaison and advocate for these programs with policy makers, funders, providers, and the general public; provides division-wide policy and procedure development, and coordinates workplan and annual report development and program assessment.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

Administrative Services

MHYFS

Description

Administrative and Fiscal Services is responsible for providing centralized support to the Division's four programs. Major responsibilities include assuring the accountability of public dollars by performing fiscal compliance reviews, making payments to contractors, fiscal tracking and reporting, preparing and processing contracts, coordinating and managing the budget and providing a variety of centralized services on behalf of the Division's programs such as Local Area Network (LAN) Management, space planning, purchasing supplies and equipment, and payroll and personnel management.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes		FTE's	Dollars
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	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>

Staffing Level
Costs
Program Revenue
Net Revenue Required

Developmental Disabilities

MHYFS

Description

The mission of the Developmental Disabilities Program is to provide services to individuals with developmental disabilities and their families allowing them to be fully participating citizens of Multnomah County. The program provides intake and assessment services, residential and job placement services, services to adults without residential or vocational services, support services for youth and their families, and protective services.

The Developmental Disabilities Program served approximately 2,900 individuals and families in FY92-93. The number of people served will increase in the next few years because of continued downsizing of Fairview and the increase in federally mandated services for children aged 0 - 5.

The majority of our funding (95%) is tied to state and federal funding requirements, as outlined in law and administrative rules.

Action Plan

Significant Changes

FTE's

Dollars

Developmental Disabilities

MHYFS

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Program Management

MHYFS

Description

Program Management manages, coordinates, and monitors the five activity centers in the Development Disabilities Program. This unit is responsible for determining the needs of the developmental disabilities population, developing service delivery systems, preparing RFP's and contracts, coordinating policy, program, and procedure development, and monitoring the performance of providers. In addition, staff collaborate with individuals, families, staff, advisory councils, contractors, and other local and state governmental agencies to assure appropriate services.

The majority of our funding (95%) is tied to state and federal funding requirements, as outlined in law and administrative rules.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Intake & Assessment

MHYFS

Description

The Intake Unit receives and coordinates referrals of individuals requesting Developmental Disabilities Program services. The unit determines eligibility for services and provides intake for Adult Service Coordination, Children's Family Consultation, High School Transition Service Coordination and Early Intervention/Early Childhood Education.

The Assessment Unit provides diagnosis and evaluation services for persons going through the intake process and assessments for individuals already in programs. Intake is rapidly increasing due to federally mandated services for children birth to age five.

Criteria used to establish eligibility for Developmental Disability services is found in ORS Chapter 427.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of days required for completion of intake interview				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Vocational Services

MHYFS

Description

The mission of Vocational Services is to create and implement vocational opportunities for adults who have developmental disabilities. Service Coordinators monitor available vocational options with the goal of increasing the independence of the consumer and of creating opportunities for change and choices. This unit provides technical assistance to providers, consumers and families in order to maintain clients in community employment.

Vocational Services provides contracted vocational supports for 770 adults. Growth in this area is due to the increased identification of adults in crisis situations in need of these supports and also to the movement of adults from state institutions back to their community.

State and federal funding requirements affect local discretion.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of days required for completion of intake interview				
Eligibility Determination Timeline				
Percentage of individuals/families receiving written intake information in their native tongue				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Residential Srvs (Adult)

MHYFS

Description

The mission of Residential Services is to create residential opportunities for adults who have developmental disabilities allowing them to live in the most satisfying and independent environment possible. Service Coordinators monitor available options with a goal towards increased independence of the consumer and the creation of opportunities for changes and choices. This unit utilizes the special skills of staff who provide technical assistance to providers, consumers and families in order to assure choices for the individual and enhance the quality of services.

This activity provides contracted residential services for 600 adults. Growth in this contracted area is due to the identification of adults in a crisis situation in need of these supports and through movement of adults from state institutions back to their community.

State and federal funding requirements affect local discretion.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of people receiving individualized 24-hour residential services				
Percentage of adults moving into "family style" single residence Adult Foster Care homes				
Number of adults living semi-independently in their own homes				
Percentage of clients receiving Supported Living Program services (SLP)				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level:
Costs
Program Revenue
Net Revenue Required

Adult Services Coordination

Developmental Disabilities

MHYFS

Description

The purpose of Adult Services Coordination is to provide services to eligible adults with developmental disabilities, living in Multnomah County, who do not have funded residential or vocational services. The Unit is responsible for providing service coordination (case management) in order to protect health, safety, and rights, and facilitate access to community resources. Service Coordination includes activities such as advocacy, coordination and monitoring of services, information and referral, crisis intervention, employment/residential development.

In Multnomah County, despite an array of contracted residential and vocational services, approximately 500 adults remain without funded services. As greater numbers of individuals with developmental disabilities apply for and are found eligible for service coordination, the number of persons waiting for funded services increases at a corresponding rate.

Service Coordination to individuals with developmental disabilities is provided under contract with the state Mental Health and Developmental Disability Services Division, and in compliance with Oregon Administrative Rules.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of individuals receiving residential supports				
Percentage of individuals needing the services of the Vocational Development Project - New Job Placements				
Percentage of individuals receiving new recreation social/supports				
Percentage of individuals receiving new retirement supports				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Youth Services & Family Support

Developmental Disabilities

MHYFS

Description

Family Consultants provide access to services for children from birth to 21 years of age and their families, in a timely manner. Geographically assigned to the six (6) Multnomah County Integrated Service Districts, Family Consultants provide information, intake, access to funding, educational forums, and transition to adult services. Meeting individually with families and their children, consultants receive direction from the individuals they serve in order to build on strengths, interests, and abilities.

By providing access to information, resources, and services for over 1,700 children, youth and their families, it is expected that an increased focus on opportunities and individual abilities will help assure successful futures. Due to increased federal entitlements and better identification of children with disabilities and children at risk of disabilities, the unit serves steadily increasing numbers of people.

Our local discretion is limited by federal and state laws regarding mandated services and Family Consultant (Case Management) activities.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of intakes for children birth to age five completed within 30 days				
Percent of students with written high school transition plan.				
Number of Family Forums Held				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Protective Services & Quality Assessment

Developmental Disabilities

MHYFS

Description

This service provides individual protection, incident investigation, and assurance of service quality levels. Protective Services investigators provide an initial response within 24 hours to allegations of sexual abuse, physical abuse, neglect, financial exploitation, and verbal and emotional abuse. After an individual is protected, an investigation is completed and recommendations are made to all appropriate parties.

A protective service situation exists when action is needed to protect a person with a developmental disability who is unable to protect their own interests from harm or neglect. The number of these situations is increasing as we identify and serve more individuals.

State law and administration rules determine eligibility, and provide guidelines for investigations.

	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected
Key Results				
Percent of Protective Service recommendations implemented within 30 days.				
Percent of referrals receiving investigator response within one working day.				
Percent of investigation reports distributed within 30 days				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Specialized Services

MHYFS

Description

Specialized Services has two components: Family Support Program and the Training Program. The Family Support Program supports families to maintain at home family members with developmental disabilities by providing flexible and personalized support services; the Training Program provides training for people with developmental disabilities, their families, residential and vocational providers, foster care providers, Family Consultants and Service Coordinators. Family Support identifies resources, training and financial assistance for families with DD members. The Training Program coordinates and schedules over 40 different training courses during the year.

Family Support is able to serve only 100 families, and the Training Program is rapidly expanding to meet the needs of various groups of individuals.

State of Oregon ORS's and OAR's prescribe allowable Family Support and training activities

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of families served in the Family Support Program.				
Increasing the number of people trained through the Training Program.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Community Services

MHYFS

Description

The mission of Community Services is to create and implement residential options and vocational opportunities for adults who have a developmental disability in accordance with their personal desires and wishes to achieve control of their lives and to participate in satisfying lifestyles based on the same aspirations as Multnomah County residents without disabilities. Service Coordinators monitor available options with a goal towards increased independence of the consumer and the creation of opportunities for changes and choices. This unit utilizes the special skills of staff who provide technical assistance to providers, consumers and families in order to enhance the quality of services.

This unit provides Service Coordinator (Case Management) to over 900 adults, who also receive contracted residential and/or vocational services. Growth in this area is due to the identification of adults in a crisis situation in need of contracted supports and through the movement of adults from institutions back to their community.

State and federal funding requirements affect local discretion.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of adults receiving contracted residential/vocational services.				

Significant Changes	FTE's	Dollars
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	1993-94 Adopted	1994-95 Budget	Change
Budget Changes			
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Adult Mental Health

MHYFS

Description

Adult Mental Health provides an effective system of services for Multnomah County adults with mental and emotional disabilities and reduces the likelihood of hospitalization and social problems. It is responsible for providing direct services, managing sub-contracted services, and coordinating mental health issues with public safety agencies. Direct services include state hospital discharge planning, involuntary commitment investigations, and protective services; and, subcontracted services include 22 contracts for clinic and home-based community treatment, residential care facilities, employment services, crisis and crisis respite services, acute care inpatient services, community hospital services, a 24-hour crisis line, and special programs for seniors, homeless persons, and persons under the supervision of the Psychiatric Security Review Board.

Adult Mental Health addresses the needs of mentally and emotionally disturbed adults requiring public assistance who have widely disparate challenges and strengths and who experience varying levels of functioning during the course of their illness. In Multnomah County, there are an estimated 12,000+ individuals (2.8% of the population) who have a diagnosis of severe mental illness of whom we serve at least 3606. We also serve approximately 5000 persons with acute mental illness (many of whom would not be within the 12,000 estimate). The demand for services is increasing because of the shift of state responsibility for care to the community, lack of services, population growth. The Oregon health plan may begin to improve coverage for services during 1995.

Local discretion is limited by ORS 426, ORS 430, and our Intergovernmental Agreement with the Oregon Office of Mental Health Services, which includes more than 94% of our funding.

Action Plan

Significant Changes

FTE's

Dollars

Adult Mental Health

MHYFS

	1992-93	1993-94	1993-94	1994-95
Budget Trends	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93	1993-94	1993-94	1994-95
Costs by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Total Costs

	1992-93	1993-94	1993-94	1994-95
Staffing by Activity/Service	<u>Actual</u>	<u>Adopted</u>	<u>Revised</u>	<u>Budget</u>

Total Staffing

Crisis & Acute Care Srvs

MHYFS

Description

The mission of crisis and acute care services is to provide intervention to Multnomah County residents experiencing mental health emergencies. The service is responsible for providing 24 hour crisis response, respite housing and treatment, emergency transportation, special care in a residential treatment facility, police support during a community crisis, and police trainings. The types of activities performed include walk-in crisis intervention, outreach crisis intervention, phone crisis intervention, medication management and assessment, referral to ongoing services, family interventions, and residential and medical care outside the home.

The need that is met by crisis and acute care services is providing immediate care to individuals in danger of doing harm to themselves or others and resolving the crisis, thereby reducing the number of people requiring more extensive and expensive care. Demand for this service is increasing in Multnomah County due to the State downsizing hospitals and due to the population increase.

Multnomah County's agreement with the State Mental Health Division has identified these services as mandatory to be in compliance with our inter-governmental agreement.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
The reduction in number of Emergency Holds.				
Allegedly mentally ill persons seen in crisis services within two weeks of their Notice of Mental Illness				
Number of Police trainings provided by AMHP.				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Commitment Discharge Planning

MHYFS

Description

The purpose of Commitment Discharge Planning is to assist mental health consumers in accessing non-hospital based services to meet their mental health needs in as timely a manner as possible in the least restrictive environment. This service is responsible for working in partnership with mental health consumers and hospital and community mental health providers to move clients to the least restrictive, most appropriate level of care. The type of services performed are entitlement coordination, housing referral, treatment planning, community contact, consumer direct contact, assessment and hospital gatekeeping.

The needs that are met by this service are: linking a mental health consumer with the desired level of care, managing the finite number of State Hospital beds made available to Multnomah County, and managing the consumption of Multnomah County acute inpatient resources. The problems addressed by commitment discharge planning are increasing as the State downsizes the State hospital.

Because the State Mental Health Division has cut back on the number of beds available to Multnomah County residents and has included in our inter-governmental agreement a clause that holds us financially responsible for over utilization of State hospital beds, this services allows us to control and manage this contract requirement.

	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected
Key Results				
The reduction of ADP, or				
Average Daily Population, of				
Multnomah County residents in				
State hospital beds				
Percentage of utilized				
structured housing sites.				
Efficiency of New Patient				
Assessments				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Residential Care Facilities

MHYFS

Description

Residential care facilities provide 24-hour care, supervision, medication supervision and administration, and other services described by administrative rule to mentally and emotionally disturbed persons in need of continuing services to avoid hospitalization or who are a hazard to themselves or others or who otherwise require such long-term care to remain in the community.

RCF services must meet standards found in OAR 309-35-100 through -190, "Community Residential Care Facilities." All persons enrolled in an RCF must also be enrolled in Adult Mental Health Services, MHS 20.

The demand for residential services is increasing because of the shift of state responsibility for care to the community, lack of services, and population growth. Some recently funded programs are pursuing alternatives to RCF's by providing intensive in-home services, supported housing services, and cooperating in the management of HUD-financed buildings.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Length of Community Tenure				
# of Reportable Incident				
RCF Utilization Rate				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Community-based Srvs

MHYFS

Description

The mission of community-based services is to provide a continuum of treatment services within the community that meets the needs of the mental health consumer who cannot have his or her needs met through the private care system or through the other services provided by Multnomah County. This service is responsible for providing out-patient mental health services that are designed to address the care needs of the mentally ill. These services include assessment, evaluation, medication management, psycho-social rehabilitation, pre-vocational services, daily structure and support, and counseling and assistance with daily living needs.

These services are intended to provide the mentally ill with proper medication management, nutrition, aid in getting and keeping adequate housing, and help in reaching a maximum quality of life.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of individuals administered the Ability Scale				
Number of Individuals in Dual Diagnosis Treatment				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Special Projects

MHYFS

Description

The Special Projects program provides specialized adult mental health services to identified target groups within the larger service population. The groups are: services to seniors, to persons under the supervision of the Psychiatric Security Review Board (PSRB), and to homeless individuals with mental illness. Services include assessment and individual or group treatment, medications management, skills training, case management and assistance with housing problems. The delivery methods have been modified to effectively reach the target group (e.g., team in-home services to the elderly that include a community health nurse and aging services worker, or an on-site psychiatric nurse at the homeless shelter.) Specialized programs must meet administrative rules for that specialty. The primary difference between PSRB and community-based services is the additional reporting to the PSRB required, and the requirement that PSRB funds be reserved for that group and not intermingled with other funds. The homeless project is restricted by joint city/county/federal funding.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Psychiatric Security Review Board (PSRB) PSRB Successful Completion				
Seniors/Multidisciplinary Team (MDT) Utilization				
Homeless/Permanent Housing Percentage of homeless persons enrolled discharged from Bridgeview into permanent housing .				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 Adopted	1994-95 Budget	Change
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Precommitment Hospitalization

Adult Mental Health

MHYFS

Description

This activity provides payment for precommitment hospitalization (holds) of allegedly mentally ill persons in local hospital and non-hospital psychiatric units. It is responsible for the appropriate use of \$1,645,822 of state and local funding for last-dollar coverage of precommitment costs. Precommitment Hospitalization assesses billings for emergency hospital services, approves payments for appropriate services delivered, negotiates contracts for services, monitors the payment system, and diverts persons to the less restrictive setting of a special care facility.

During FY 92/93, 3,152 allegedly mentally ill individuals were given Notices of Mental Illness and precommitment hospitalization pays last-dollar hospital costs for approximately 25% of these individuals. Although the number of holds shows a slight, steady rise, the proportion of holds paid by Multnomah County has been reduced by ensuring hospitals' more aggressive search for other coverage.

Precommitment hospitalization is strictly regulated by ORS 426, Oregon Administrative Rules, and the Multnomah County Probate Court; multi-organizational coordination occurs in the Psychiatric Emergency Operations Team and Court Coordinating Committee.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
The number of hospitalized allegedly mentally ill persons by type of hold				
The Number of Out-Of-County Precommitment Hospitalizations				
Percent of Precommitment Hospitalization that are publicly funded and actual costs by revenue source				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Involuntary Commitment Investigation

Adult Mental Health

MHYFS

Description

The purpose of Involuntary Commitment Investigations is to provide client and community safety and to ensure the legal and civil rights of those clients involved in the commitment process.

This service is responsible for performing precommitment investigations. Specifically, duties include investigating the individual's circumstances, providing written recommendations to the Court, making Court appearances to testify, coordinating the placement of committed clients, facilitating diversion services, advocating for clients within the mental health/legal system, consulting with the community/significant others regarding voluntary and involuntary treatment options.

It resolves the Notice of Mental Illness, a legal document filed by the police, physicians or significant others alleging that the client is mentally ill and dangerous to themselves, others or unable to provide for his/her basic needs. The number of cases varies but the overall need for the service is on the increase.

This service is mandated and the function governed by the State of Oregon Commitment Statutes (ORS 426).

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of precommitment investigations annually				
Number of persons for whom a Notice of Mental Illness is dropped due to time length				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Children's Mental Health

MHYFS

Description

The mission of the Child and Adolescent Mental Health Program is to provide an effective, balanced system of treatment for the mental and emotional disorders of all children, adolescents, and their families. Our goal is to promote healthy families and invest in our children from the earliest stages of their lives, as stated in the Oregon Benchmarks, by planning, delivering, monitoring, researching and evaluating direct and subcontracted mental health services. Our mental health services utilize a variety of culturally competent approaches, including managed care, school based services, neighborhood based and traditional outpatient services.

There are an estimated 30,000 children and their families living under the national poverty level in Multnomah County. Need for services has increased significantly in recent years and will continue to grow as the population increases, as program exposure to the community grows, and as health care delivery changes. The Program provides Federal, State and County mandated mental health services related to children and families as required by Federal, State, and County statutes and administrative rules.

Action Plan

Significant Changes

FTE's

Dollars

Children's Mental Health

MHYFS

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Program Management

MHYFS

Description

Child and Adolescent Mental Health Program Management administers funds received from the State, County and Federal governments; plans, contracts, monitors, implements, researches and evaluates care; and, provides assurances and documents the quality of care to the appropriate authorities for those children and families receiving mental health services.

Program Management assures compliance with Federal Medicaid entitlements and State requirements, particularly with the 1992 Court decree that stipulates Medicaid-eligible children receive timely access to mental health services.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes

FTE's

Dollars

Budget Changes

1993-94

1994-95

AdoptedBudgetChange

Staffing Level

Costs

Program Revenue

Net Revenue Required

Managed Mental Health

MHYFS

Description

The capitated mental health program provides a structure for delivering, managing and monitoring public mental health services for children with mental and emotional disturbances and their families. This program assures that medically necessary mental health services for children and their families are pre-authorized, delivered and monitored. The program utilizes flexible funding to deliver an array of both innovative and traditional assessment, treatment and related mental health services that are individualized to each child's needs through a plan of care. The goal is to avoid hospitalization of the child and provide treatment in the least restrictive setting possible.

The program provides mental health services to children who are suffering a diagnosable mental health illness and this number is growing rapidly due to increased identification, and as a result of social and economic stresses impacting families. The capitated mental health program is still in the developmental stages and will not be fully in place until FY94-95. A paper was presented to the Board of County Commissioners in August outlining the details of this plan.

The capitated mental health program is limited by Federal, State and County administrative requirements.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of children institutionalized				
Number of suicide attempts ages 0 - 17 yrs				
Increase family preservation:				
a. Runaway rate (0-17)				
b. Children in out-of-home care				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

School-based Services

MHYFS

Description

The School-Based Service programs serve children and families in their school environments who are unable to access other mental health services. The program goal is to reduce the disruption to children's education caused by emotional or behavioral problems. Services include mental health assessments, treatment and consultations in school-based health clinics located in various school districts and Head Start Centers. Activities performed are prevention, identification and treatment of mental health problems; promotion of mental health through treatment approaches which encourage a sense of competency and mastery; education of the broader community including parents and other child-serving professionals; systems intervention and collaboration; and, advocacy and support. Additionally, these programs exist to provide oversight, coordination and triage for the broad-based mental health services existing in Multnomah County.

These programs are governed by State and Federal Medicaid rules, interagency and intergovernmental contracts and ethical standards for mental health practice.

	1992-93	1993-94	1993-94	1994-95
	Actual	Adopted	Estimated	Projected
Key Results				
Attendance and completion of high school of all students (Statewide statistics)				
Percentage of children kindergarten teachers believe are prepared to participate successfully in school				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Community-based Srvcs

MHYFS

Description

Community-based services provide mental health services to Multnomah County children and their families through collaboration with community-based agencies. Services include identification of current mental health problems, assessment and treatment of emotional problems and mental illness, education of the broader community including parents and other child-serving professionals, and advocacy and support. These services are provided through 22 private, non-profit, culturally diverse neighborhood-based child and family serving agencies. In addition, oversight activity is coordinated by program technical staff to assure access to quality care.

The program is limited by Federal, State and County administrative requirements, interagency/intergovernmental contracts, availability of funds and ethical standards for mental health practice.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of children abused or neglected per 1,000 persons under 18				
Percentage of clients who express satisfaction with service through survey				

Significant Changes	FTE's	Dollars
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	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>

Staffing Level
Costs
Program Revenue
Net Revenue Required

Targeted Services

MHYFS

Description

The Targeted Services Program provides services in specialized service sites to Multnomah County children and their families who are unable to access other mental health services. These sites include field nursing team visits, hospitals, Juvenile Justice facilities, health clinics, schools and child welfare offices. Services include prevention, identification and treatment of mental health problems, promotion of mental health through treatment approaches encouraging a sense of competency and mastery, education of the broader community including parents and other child-serving professionals, systems intervention and collaboration, advocacy and support, and oversight, coordination and triage for the broad-based mental health services existing in Multnomah County.

These mental health services are intended to enhance the family's ability to maximize their child's potential and successfully transition to adult life by increasing the chance of school completion.

The programs are defined by State and Federal Medicaid rules, interagency contracts and ethical standard for mental health practice.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Number of children under 18 abused or neglected per 1,000 in Multnomah County				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Alcohol & Drug Abuse

MHYFS

Description

The purpose of the Alcohol and Drug Program is to prevent or reduce the harmful physical, emotional, economic, legal, and social consequences for individuals, families and the community resulting from alcohol and other drug problems and dependence. The program is responsible for community education, mobilizing citizen participation and volunteer services, and for providing accessible, effective intervention and treatment opportunities. Services include public awareness and education, prevention, information and referral, assessment and intervention, case management, treatment for adolescents and adults, DUII programs, treatment for gambling addiction and interagency problem solving, planning and consultation.

In a 1992 survey, 58% of community members believed drug abuse to be a very serious problem in Portland (37% for alcohol abuse) and 28% reported that they or someone in their family had experienced a drug abuse problem. Prevalence estimates suggest that as many as 88,000 individuals in Multnomah County suffer from alcohol or other drug abuse or dependence. While casual drug use and social drinking has declined, the rates of addiction have remained constant or even increased in the case of disadvantaged people and people of color; and, alcohol use, as well as other drug use, is strongly correlated with the increases in violence, which can truly be said to have reached epidemic proportions.

Action Plan

Significant Changes

FTE's

Dollars

Alcohol & Drug Abuse

MHYFS

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Program Management

Alcohol & Drug Abuse

MHYFS

Description

Program Management is responsible for planning, management and evaluation of efforts and activities addressing alcohol and other drug problems. Services include community needs assessment and prioritization; system and service design; interagency problem solving and program development; provider selection and support; contract development and monitoring; evaluation of services and efforts; and resource development and acquisition.

State and Federal funding and State administrative rules limit local discretion on types of services, relative distribution of funds among various services, and program requirements imposed on service providers.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

Assessment & Intervention

Alcohol & Drug Abuse

MHYFS

Description

The purpose of assessment and intervention is to reduce the harmful physical, emotional, economic, legal and social consequences resulting to individuals, families and the community from alcohol or other drug abuse or dependence. The program is responsible for assisting individuals, families and organizations in assessing alcohol or other drug problems, determining the extent of the problems and the most appropriate service, and successfully engaging the client(s) in that service. Services include outreach and advocacy, information and education, consultation, assessment and referral, and case management and follow-up.

Two recent surveys found that more than 60% of people needing alcohol or drug treatment did not know where to go and the Multnomah County Auditor found the treatment system did not systematically determine the most appropriate service or assure continuity of treatment. Health care reform and public pressure for accountability is increasing the need for better assessment and case management.

State administrative rules for evaluators who assess, refer and case manage DUII offenders limits local discretion.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Treatment Enrollment				
% of Clients referred who enroll for other services e.g.) income maintenance, health and mental health services, employment/training.				

Significant Changes		FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Prevention

MHYFS

Description

The purpose of prevention is to promote community actions, social attitudes and individual behaviors which prevent or reduce problems related to alcohol or other drugs. The prevention program is responsible for identifying community risk factors, promoting effective prevention approaches, educating and mobilizing the community to effective action, and developing and leveraging resources to carry out prevention efforts. The prevention program, including efforts with the Regional Drug Initiative, carries out awareness and education, supervises volunteer activities, coordinates training for parents, youth leaders, community leaders, monitors community understanding and attitudes about alcohol and other drug problems, secures state and Federal resources, and conducts workplace drug prevention activities.

1992 Multnomah County data shows that 26.2% of eighth graders and 37.4% of eleventh graders reported alcohol use and 10.1% of eighth graders and 18.7% of eleventh graders reported drug use during a prior 30 day period; there were 48 drug overdose deaths; 64% of jail inmates booked have drugs in their system; there were 155 drug affected births; and, 28% of Multnomah County residents reported that they or a family member has had a drug abuse problem. In general, both alcohol and drug problems have shown some decline, but eighth grade alcohol use and drug overdose deaths have increased.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Student Drug Use				
Student Alcohol Use				
Drug Free Births				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Adolescent Treatment

MHYFS

Description

The purpose of adolescent treatment is to reduce the harmful physical, emotional, developmental, educational and social consequences resulting to adolescents, their families and the community from adolescent alcohol or other drug abuse or dependence. The program is responsible for a continuum of treatment services and linkage with other needed human services. Services include assessment, intervention, residential and outpatient treatment, family counseling, education about addiction and recovery, recreational, health and educational services, and referral to needed services upon discharge.

1.7% of eighth graders and 1.7% of eleventh graders report daily use of alcohol, while 1.1% of eighth graders and 2.4% of eleventh graders report daily use of marijuana (daily use of other types of drugs ranges from .1% to .8%). 877 adolescents were admitted to treatment in Multnomah County in 1992. Juvenile drug arrests have increased by 255% since 1986, and despite some declines in student reported use of alcohol and other drugs, eighth graders report increased alcohol use.

State and federal funding requirements and State administrative rules limit local discretion on types of services, relative distribution of funds among various services, and program requirements imposed on service providers.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of Adolescents Successfully Completing Treatments				
Percentage of clients given a referral at discharge for post discharge or recovery support service				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Gambling Addiction

MHYFS

Description

The purpose of gambling addiction treatment is to reduce the harmful emotional, economic and social consequences resulting to individuals, families and the community from an individual's loss of control over their gambling behavior. The gambling addiction program is responsible for treatment of gambling addiction and educating the community about gambling addiction. The program provides a 24 hour hotline, individual and family assessment, individual and group counseling, assistance with related financial, legal, health and emergency basic needs problems, referral for recovery support, and education to other agencies in identification and referral.

Studies in other states show a prevalence rate of problem gambling and gambling addiction of between 1.5% and 4.4% in the adult population. A Washington State prevalence study found a combined current problem and pathological gambling rate of 2.8% in the adult population. Currently, the Gamblers Anonymous Hotline receives approximately 200 calls per month, a 900% increase since the implementation of Video Poker. With the advent of new, enticing and more widely available forms of legal gambling, the rate of addiction and problems is increasing.

State statute allocates 3% video poker revenue specifically for gambling addiction treatment and may only be used for this purpose.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of Clients				
Successfully Completing				
Gambling Addiction Treatment				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Adult Residential

MHYFS

Description

The purpose of residential treatment is to reduce the harmful physical, emotional, economic and social consequences to individuals, families and the community resulting from alcohol and drug dependence. The program is responsible for providing 24 hour room, board, supervision and treatment. Services include individual, group and family counseling, health services, education about addiction and recovery, recreational and vocational services, orientation to recovery support and relapse prevention, and referral to needed services following discharge.

Alcohol and drug dependence is generally believed to affect from six to ten percent of the population, of whom 15% are estimated to most appropriately be served in residential treatment. 1,463 adults were admitted to residential treatment in 1992. Despite encouraging decreases in casual drug use, the prevalence of addiction/dependence is remaining generally stable and even increasing among disadvantaged and non-white persons.

State and federal funding requirements and State administrative rules limit local discretion on types of services, relative distribution of funds among various services, and program requirements imposed on service providers.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Successful Residential Treatment Completion				
Percentage of Clients referred for needed postdischarge services e.g.) income maintenance, mental and health services, employment/training				

Significant Changes	FTE's	Dollars
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	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>

Staffing Level
Costs
Program Revenue
Net Revenue Required

Adult Outpatient

MHYFS

Description

The purpose of outpatient treatment is to reduce the harmful physical, emotional, economic, legal and social consequences resulting to individuals, families and communities from alcohol and drug abuse and dependence. The program is responsible for providing treatment on a non-residential basis. Services include assessment and diagnosis; education about addiction and recovery; individual, group and family counseling; linkage with other needed human services including health care, educational and vocational services; and referral to recovery support and relapse prevention resources.

Alcohol and drug abuse and dependence is believed to affect up to fifteen percent of the population directly and to impact seven family and community members for every individual who is addicted. There were 4,917 admissions to outpatient treatment in 1992. While casual drug use and overall alcohol use has declined, the rate of addiction has generally remained stable and actually increased among disadvantaged and non-white persons.

State and Federal funding and State administrative rules limit local discretion on types of services, relative distribution of funds among various services, and program requirements imposed on service providers.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of Clients Successfully Completing Outpatient Treatment				
Percentage of clients who receive post discharge or recovery support service referrals at time of discharge				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Sobering/Detox

MHYFS

Description

The purpose of Sobering and Detoxification is to reduce the harmful physical, emotional, legal, economic and social consequences resulting to individuals, families and the community from alcohol and other drug dependence. The program is responsible for removing public inebriates from public areas, managing physical withdrawal, and motivating individuals to receive further treatment. Services include safe shelter, physical assessment, motivational counseling, and additionally in the case of detoxification, medical supervision, and assessment and referral to ongoing treatment.

Sobering provides over 19,000 admissions to nearly 13,000 individuals each year. Detoxification provides 2,150 admissions per year. Overall admissions have been relatively stable in recent years, but an increase in police admissions to sobering of more violent clients and of younger, drug dependent clients has increased the difficulty of cases.

State funding and regulations limit local discretion on types of services, relative distribution of funds among various services, and program requirements imposed on service providers.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Public Inebriates Sheltered				
% of Admissions completing Detox				

Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

DUI Programs

MHYFS

Description

The purpose of the DUI program is to reduce the harmful physical, emotional, legal, economic and social consequences resulting to individuals, families and the community from individuals driving under the influence of intoxicants. The program is responsible for community planning and coordination and providing services for DUI offenders. Activities include a multi-agency community Board, public awareness, separate Victim's Impact Panels for adults and teens, and court ordered education and treatment.

In 1992, there were 3,724 DUI arrests in Multnomah County and 6,150 alcohol involved fatalities and injuries; 5,717 individuals participated in mandated treatment or education programs as a result of a DUI offense. Both fatalities and arrests are down, but specific enforcement efforts have been reduced as a result of budget cuts, and the incidence of DUI remains unacceptably high.

State regulations and statutes govern provision of DUI education and treatment for offenders and limit local discretion on types of services, relative distribution of funds among various services, and program requirements imposed on service providers.

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected
Percentage of Clients				
Successfully Completing DUI				
Treatment				

Significant Changes

FTE's Dollars

	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>
Staffing Level			
Description			
Costs			
Program Revenue			
Net Revenue Required			

District Attorney

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Division	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing

District Attorney's Office

District Attorney

Description

The Office of the District Attorney provides leadership, coordination, and direction for all of the offices's divisions, other law enforcement agencies and private organizations. To achieve this, the division includes the District Attorney's Office and Administrative Services.

A Gaming Law Enforcement category has been included in this particular submission for purposes of retaining it within the county's program budgeting scheme. It is expected to be recrafted within the near future and will be budgeted separate from this Division.

Action Plan

Significant Changes

FTE's

Dollars

District Attorney's Office

District Attorney

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Office of the District Attorney

District Attorney's Office
District Attorney

Description

The Office of the District Attorney provides and develops department-wide policies and coordinates office activities with other county agencies and jurisdictions.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level
Costs
Program Revenue
Net Revenue Required

Administrative Services

Description

District Attorney Administrative Services provides office management functions to the entire office. It is responsible for insuring that managerial functions are efficiently and correctly performed within the parameters of office policy, County Administrative Rules, and state and federal requirements. Specifically those functions involve the following activities:

- witness travel billings and arrangements
- main office reception services
- information and word processing systems (LAN administration)
- labor contract administration, personnel administration
- secretarial services to management
- accounts payable, purchasing, etc.
- budget preparation and financial administration
- grants administration

	1992-93	1993-94	1993-94	1994-95
Key Results	Actual	Adopted	Estimated	Projected

Significant Changes	FTE's	Dollars
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	1993-94	1994-95	
Budget Changes	<u>Adopted</u>	<u>Budget</u>	<u>Change</u>

Staffing Level

Costs

Program Revenue

Net Revenue Required

Gaming Law Enforcement

Description

This particular cost/activity center is a transitional one designed to temporarily facilitate the allocation of video game revenues which will occur sometime during FY 93-94. Depending on the outcome of a Task Force and subsequent decision by the Board of County Commissioners it is likely that this particular revenue/expediture category will be, in part, transferred, deleted and/or reduced in the District Attorney's budget.

ORS 461.546 distributes revenue from video poker to Oregon counties for the purpose of providing gaming law enforcement.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
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Staffing Level

Costs

Program Revenue

Net Revenue Required

Circuit Court

District Attorney

Description

The Circuit Court Division prosecutes felony matters in the Circuit Court of Multnomah County. This entails reviewing, investigating and trying felony cases brought to the Division by local law enforcement agencies and the public. The Division is divided into the following units:

Pretrial:	Appears before the court for arraignments, pretrial motions, grand juries (probable cause arrests), fugitive complaints, ballot title reviews and requests for public records.
Trial Units:	Four felony trial units review, issue and prosecute felony charges involving property offenses, drug and vice cases, burglary and robbery cases, negligent homicides, rape and sexual assault cases, homicides and cases involving the death penalty.
Gang Unit:	Prosecutes criminal activity by gang members and associates.
Investigations:	Provides investigations for the Regional Organized Crime Narcotics Task Force (ROCN), crimes involving complicated financial records, internal investigations, locations of witnesses and service of subpoenas for court hearings, assistance in case preparation and trial exhibit preparation.
Civil Forfeiture:	Conducts all administrative and judicial processing of seizure and civil forfeiture of property related to the violation of state drug laws.

Action Plan

Significant Changes

FTE's

Dollars

Circuit Court

District Attorney

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Budget Trends

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Costs by Activity/Service

Total Costs

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing by Activity/Service

Total Staffing

Circuit Court Management & Administrative Support

Circuit Court
District Attorney

Description

Division Management and Administrative Support assists the felony prosecution function by establishing and monitoring the application of consistent policies, practices and procedures for the Division's deputy district attorney's, paralegals and support personnel. It also provides the central recordkeeping function necessary to review and prosecute criminal matters.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes	FTE's	Dollars
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Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Pretrial

Circuit Court
District Attorney

Description

The Pretrial Unit's purpose is to process pretrial matters in a timely and efficient manner. The Unit is responsible for appearing at arraignments, appearing at other court hearings to represent the state in pretrial motions, and filing and disposing of fugitive complaints. Additionally the unit also reviews ballot titles for the county and receives requests for access to public records.

In an operation the size of the District Attorney pretrial matters are numerous (close to 18,000 in 1992-93) and can be efficiently handled in a standardized manner using a dedicated unit such as this.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of pretrial matters processed in order to effectively increase time available to trial unit deputies.	17,971			
Number of days between initial inquiry and date processed				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Felony Trial Teams

Circuit Court
District Attorney

Description

The Circuit Court Felony Trial Teams review, file and prosecute felony criminal cases. Trial teams are composed of deputy district attorneys, paralegals and support personnel who specialize in property crimes (Unit A), drug and vice (Unit B), burglary, robbery, negligent homicide (Unit C), and rape, sexual assaults, other person crimes (Unit D). Each of the trial teams insures that police arrests, citations and public complaints involving criminal activity are reviewed, filed and prosecuted.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Gross Conviction Rate (percent of cases resulting in a guilty finding)	86%	86%		
Average number of days before cases acted upon.				

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Gang Unit

Circuit Court
District Attorney

Description

The Gang Unit reviews, files and prosecutes felony criminal cases involving gang members and associates. The unit insures that police arrests, citations and public complaints involving criminal gang activity are reviewed, filed and prosecuted.

Multnomah County has experienced a rising number of gangs and gang related criminal acts. This unit specializes in dealing with the complexities of this increasing criminal element.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Gross Conviction Rate	86%			

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Investigations

Circuit Court
District Attorney

Description

The purpose of this unit is to _____. The Investigations Unit performs various supportive assignments for the felony trial teams and the Regional Organized Crime Narcotics (ROCN) Task Force. Investigators locate witnesses, prepare court exhibits, interview witnesses, coordinate activities between police and prosecutor, and other related duties.

The problem being solved by this unit is _____.

Some local discretion is limited because three people are assigned to ROCN and are funded through a grant (FINVEST) from the Federal Bureau of Justice Assistance.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of cases approved for financial investigations (FINVEST)	7			
Number of cases accepted for prosecution by FINVEST project	2			

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

Civil Forfeiture Unit

Circuit Court
District Attorney

Description

The Civil Forfeiture Unit conducts the process by which property (typically cash) of people arrested for violations of state drug laws is forfeited to the County. This unit conducts both administrative forfeitures (used when the forfeiture is not challenged by the owner) and judicial forfeitures (those cases when the forfeiture is challenged). The District Attorney's staff reviews all cases referred from police agencies and carries through on the civil process required to obtain forfeitures.

This program attacks the growing problem of drug activity in the County. By seizing the "ill gotten gains" of drug activity the forfeiture process acts as a deterrent to that activity.

Regulation of forfeiture activity is found in Oregon Laws, Chapter 791 and Multnomah County Ordinance #633.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of seizures forfeited to state.	81%			

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

District Court

District Attorney

Description

The District Court Division prosecutes cases in the Multnomah County District Court that have been presented to the District Attorney's Office by the local law enforcement agencies and the public. It is specifically responsible for criminal misdemeanor cases and violations of city ordinances including minor assaults, minor thefts, driving under the influence of intoxicants, and hit and run and other major traffic crimes. To accomplish this the division includes District Court Trial, Neighborhood DA Program, DUII Program

This unit takes those misdemeanor cases that have been issued and are contested to trial for final disposition.

Action Plan

Significant Changes

FTE's

Dollars

District Court

District Attorney

Budget Trends	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

Costs by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Costs

Staffing by Activity/Service	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Total Staffing

Division Managment

District Court
District Attorney

Description

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Trial Unit

District Court
District Attorney

Description

The District Court trial unit is responsible for the review of cases and prosecution of offenders who have been arrested by the local law enforcement agencies or misdemeanor charges and city ordinance violations. Cases that are prosecuted in District Court involve such charges as:

- Prostitution
- Minor thefts
- Minor assaults
- Animal Control cases
- Driving Under the Influence of Intoxicants
- Hit and Run and other major traffic crimes

Services provided to law enforcement and the public include:

- Reviewing police reports to determine appropriateness for issuance.
- Meeting with the victims of misdemeanor crimes.
- Appearing in court for arraignments, pretrial motions, and trials.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of cases presented to the DA's Office that were issued.	72%			

Significant Changes

FTE's Dollars

Budget Changes	1993-94 <u>Adopted</u>	1994-95 <u>Budget</u>	<u>Change</u>
Staffing Level			
Costs			
Program Revenue			
Net Revenue Required			

Neighborhood DA Program

District Court
District Attorney

Description

The purpose of this program is to work with community groups to solve local crime problems. It is responsible for locating deputy district attorneys in specific neighborhoods or districts (Lloyd District, North and Northeast Portland District, Central Portland Business District) and focusing action on reducing or eliminating crime problems in the targeted area. Types of activities that have been utilized include: Elimination of illegal camping, neighborhood clean-ups of public areas and sites where illegal activities (drugs and prostitution) were occurring, coordination between private security and police to reduce car prowls, agreements to pool resources and identify individual responsibilities to maintain long-term solutions to crime problems, developing the capacity for telephonic search warrants, and closing drug houses.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of targeted crime problems identified for each neighborhood.	17			

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

DUII Program

District Court
District Attorney

Description

This program's purpose is to increase compliance with DUII diversion treatment. This is accomplished through an intensive screening and tracking process. The program screens diversion participants for eligibility, contests those people who are not eligible, closely tracks the participants' progress through diversionary treatment program, and aggressively prosecutes them upon re-arrest for a DUII offense. Should the defendant violate their diversion agreement or be rearrested for DUII while in the diversion program, the District Attorney will request:

- A warrant be issued for contempt for the failure to attend scheduled meetings with their treatment counselor and/or scheduled court appearances.
- That the DUII offender be suspended from the diversion program and immediately rescheduled for trial.
- That if a defendant is rearrested for a DUII charge while participating in the diversion program, he/she be immediately suspended from the program, have their new and original DUII charge consolidated and immediately set for trial.
- Aggressively seek the maximum sanctions available for divertees failing to comply with their treatment plan agreement

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percentage of first time DUII arrestees that are allowed to enter the DUII Diversion Program.	91%			
Percentage of guilty findings of repeat DUII offenders at trial.	100%	100%		

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Family Justice

District Attorney

Description

The Family Justice Division is to strengthen services for children and families in Multnomah County. The division screens and prosecutes domestic violence cases; establishes and enforces child support orders; assists victim's of crime with counseling, crisis intervention, and informs them of trial proceedings and case disposition; and, prosecutes juveniles who commit criminal offences, and intervenes to protect the well being of a child that has been abused, neglected, or the parents are unable to care for them. The Family Justice Division is composed Domestic Violence Unit, Support Enforcement, Victims Assistance, and two juvenile units for delinquency and dependency cases.

Action Plan

Significant Changes

FTE's

Dollars

Family Justice

District Attorney

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Budget Trends

Staffing Levels

Personal Services
Contractual Services
Materials & Supplies
Capital Outlay
Total Costs

Program Revenues

Net Revenues Required

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Costs by Activity/Service

Total Costs

	1992-93 <u>Actual</u>	1993-94 <u>Adopted</u>	1993-94 <u>Revised</u>	1994-95 <u>Budget</u>
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Staffing by Activity/Service

Total Staffing

Division Managment

Family Justice
District Attorney

Description

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
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Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

1994-95 Proposed Budget

Juvenile Dependency

Family Justice
District Attorney

Description

The Juvenile Dependency Unit intervenes in a child's behalf when they need protective services. It is responsible for _____. The unit accomplishes this by _____.

The District Attorney's Office will intervene and in severe cases seek termination of parental rights in order for the child to be freed for adoption.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Median length of time between date of petition filing and date of disposition.				

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Juvenile Delinquency

Family Justice
District Attorney

Description

The Juvenile Delinquency Unit prosecutes juveniles who have committed criminal offenses. These offenses include murder, felony assaults, sexual assaults, burglaries, and auto thefts. Services provided to law enforcement and juvenile court staff include petitioning court for a criminal complaint to be filed, meeting with victims, and meeting and coordinating efforts with juvenile court counselors.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Median length of time between date petition filed and adjudication.				
Gross adjudication rate.	N/A	75%-85%		

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level
Costs
Program Revenue
Net Revenue Required

Domestic Violence

Family Justice
District Attorney

Description

The Domestic Violence Unit screens all domestic violence cases and aggressively prosecutes those cases. The unit prosecutes domestic violence cases, monitors a six month deferred prosecution program and provides victim's of domestic violence with support services. The deferred prosecution program includes close monitoring by a probation officers and specific treatment plan for identified source of problem. Support services include specialized services, personal contact by a victim's advocate, and an information resource for social services, referral, and support.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Percent of cases prosecuted	19%			
Percent of defendants accepted in treatment and diversion program	49%			

Significant Changes

FTE's

Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Victim's Assistance

Family Justice
District Attorney

Description

The Victim's Assistance Program provides legal information and emotional support for those who have been victimized in a criminal act. The unit is responsible for insuring that victims of crime are provided a notice of their rights and that there are remedies available to them in terms of compensation and restitution. Victim advocates and support staff provide short term crisis management counseling, court orientation, advocacy representation, information and referral services.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of reported sexual assaults responded to by victim advocates.	934	1,005	1,005	

Significant Changes

FTE's Dollars

Budget Changes

1993-94 1994-95
Adopted Budget Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Child Abuse Team

Family Justice
District Attorney

Description

The Child Abuse Team, also referred to as the Multi-Disciplinary Team (MDT), reviews and processes criminal cases involving child abuse through the use of an integrated team of prosecutors, child specialists and police investigators. The team jointly reviews and investigates cases referred to it from mandatory reporters and others, coordinates and runs the investigation and decides how to proceed with the case. Agencies represented on the team will then take responsibility for appropriate action.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Number of cases reviewed	NA	4,407		
Children per case	1.4			

Significant Changes

FTE's Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level

Costs

Program Revenue

Net Revenue Required

Child Support

Family Justice
District Attorney

Description

Child Support helps families with legal assistance to receive child support from a noncustodial parent. The unit uses both administrative and judicial processes to enforce court child support orders for individuals not receiving AFDC assistance. Specific activities of the unit include intake, arrearage calculations, wage assignments, determination of delinquency amounts, out-of-state order enforcements, and processing of contempt proceedings.

Key Results	1992-93 Actual	1993-94 Adopted	1993-94 Estimated	1994-95 Projected
Amount of child support per non-AFDC caseload	\$2,191	\$2,411		
Child support collected for every dollar of administrative expense	\$12.28	\$12.65	\$12.65	

Significant Changes

FTE's Dollars

Budget Changes

1993-94
Adopted

1994-95
Budget

Change

Staffing Level
Costs
Program Revenue
Net Revenue Required