



# MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS  
ROOM 605, COUNTY COURTHOUSE  
1021 S.W. FOURTH AVENUE  
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308  
PAULINE ANDERSON • District 1 • 248-5220  
GRETCHEN KAFOURY • District 2 • 248-5219  
CAROLINE MILLER • District 3 • 248-5217  
POLLY CASTERLINE • District 4 • 248-5213  
JANE McGARVIN • Clerk • 248-3277

## 1988-1989 BUDGET HEARING SCHEDULE

The following is a schedule of the 1988-89 Budget Hearings by the Multnomah County Board of Commissioners sitting as the Budget Committee. All sessions will be held in Room 602 of the Multnomah County Courthouse, 1021 SW Fourth Avenue, Portland, with the exception of the evening hearing on April 25, which will be held at the Gresham City Hall Council Chambers, 1333 NW Eastman Parkway. The public is invited to all sessions.

Thursday, April 7	11:00 AM	Formal Meeting
	9:30 AM	Executive Budget Presentation
	10:00 AM	Opening Organizational Meeting Revenue Overview
Monday, April 11	9:00 AM	Sheriff's Budget
	9:30 - 10:00 AM	CBAC (See note)
	1:30 PM	Public Hearing on Sheriff's Budget; work session on Sheriff's Budget
Tuesday, April 12	9:00 AM	Informal
	9:30 AM	Nondepartmental (Auditor, BCC, Chair, Tax Supervising, CIC and Library)
	10 - 10:30 AM	CBAC
	1:30 PM	Public Hearing on Nondepartmental and Library; work session on Nondepartmental and Library
Wednesday, April 13	9:00 AM	Dept. of Human Services (DHS) Budget
	9:30 - 10 AM	CBAC
	1:30 PM	Public Hearing on DHS Budget; work Session on DHS Budget

Thursday, April 14	9:00 AM	Formal Meeting
	9:30 AM	Dept. of Justice Services (DJS) Budget (Except Sheriff)
	10 - 10:30 AM	CBAC
	1:30 PM	Public Hearing on DJS Budget (everything but Sheriff); work session on DJS Budget
Friday, April 15	9:00 AM	Dept. of Environmental Services (DES) Budget
	9:30 - 10 AM	CBAC
	1:30 PM	Public Hearing on DES Budget; work session on DES Budget
Monday, April 18	9:00 AM	Dept. of General Services (DGS) Budget
	9:30 - 10 AM	CBAC
	1:30 PM	Public Hearing on DGS Budget; Work Session on DGS Budget
Tuesday, April 19	9:00 AM	Planning/Informal
	9:30 AM	Work Session DHS Budget
	1:30 PM	Work Session on Sheriff's Budget
	7:00 PM	EVENING MEETING/COURTHOUSE SERVICE DISTRICTS PUBLIC HEARING ON ENTIRE COUNTY BUDGET
Wednesday, April 20	9:00 AM	Work Session DJS Budget
	1:30 PM	Work Session on DGS Budget
Thursday, April 21	9:00 AM	Formal Meeting
	9:30 AM	Work Session on Non-Departmental, Library and DES
Monday, April 25	9:00 AM	General Work Session
	1:30 PM	General Work Session
	7:00 PM	Evening meeting - Gresham City Hall (1333 NW Eastman Parkway) - PUBLIC HEARING ON ADOPTION OF THE BUDGET
Tuesday, April 26	9:00 AM	Adoption of Budget

NOTES:

1. Work sessions will begin immediately after Public Hearings are concluded.
2. Normally, sessions will run from 9 AM to Noon, and from 1:30 PM to 5 PM; evening sessions begin at 7 PM and are expected to end by 10 PM.
3. Other external organizations have now been included with Departments.
4. Public testimony will be taken only at the times indicated for public testimony unless otherwise noted. Length of testimony will generally be limited to three minutes per person. Written testimony will be accepted at any session.
5. CBAC means the Citizen Budget Advisory Committee.

For additional information regarding the schedule, call the Clerk of the Board's Office at 248-3277.

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DEPARTMENT OF GENERAL SERVICES

BUDGET PRESENTATION

1988-89

**MULTNOMAH COUNTY**  
**DEPARTMENT OF GENERAL SERVICES**  
**MISSION**

To provide excellence in internal management services to County officials and departments and to ensure compliance with State and County mandated statutory requirements for assessment and taxation and elections services while maintaining a high level of commitment to excellent public service.

**MULTNOMAH COUNTY  
DEPARTMENT OF GENERAL SERVICES  
BUDGET PRESENTATION  
TO THE  
BOARD OF COUNTY COMMISSIONERS**

**April 18, 1988  
9:00 a.m.**

**DEPARTMENTAL OVERVIEW**

1987-88 has been the year of organizational alignment for the Department of General Services. The Department has focused on its customers, internal and external, and on its charge to manage the financial and human resources of the County. Development of the Department's missions, key objectives, accountabilities and performance expectations form the foundation of the alignment process. Staff have created work plans both to communicate what they do and to guide their work. Some organizations like Employee Relations, Labor Relations and Finance were reorganized in order to position themselves for strategic planning and budgeting and comprehensive human resources management. Other organizations like Assessment & Taxation and the Information Services Division reorganized their internal functions to more effectively meet the needs of their customers and to provide efficiency within their internal management structure.

We also had some management changes. Some managers were not comfortable with new accountabilities and decided to leave. Other managers were recruited elsewhere while some, after many years of distinguished service, retired.

In my budget presentation last year, I informed you that this organization's focus in the 1987-88 year needed to be on **customer satisfaction** (including taxpayers in the case of A&T and Elections), **quality of service provided**, **leadership in data processing strategic planning**, **use of technology for operational efficiency** and **administrative redundancy**. We have focused on those elements and, as a result, some of the changes that I described above were made. There are more to come. Before June 30, the Board will have an opportunity to decide what the County's Risk Management Program and organization will look like. The Board should also receive this year (through the Strategic Planning Committee) the process and calendar for the Strategic Plan which will lead the County into the 1989-90 budget year.

The 1988-89 Proposed Budget for General Services provides the resources to move forward in several areas of need which have been identified and requested by its customers, its Citizen Advisory Committee, the Chair, the Strategic Planning Committee and its auditors, both internal and external. To accomplish this, the General Services managers began work on their 1988-89 work plans and personal performance plans at an all-day work session on April 5. These will be completed by June 30. Some key goals that they will focus on are the following:

- The completion of a Multnomah County strategic plan by December 1, 1988.

- To have the LGFS Information System designed to meet County managers requirements for information. (First year of a two-year project.)
- To establish an approach to fringe benefits and benefits planning which emphasizes cost containment and the management of the plans.
- To negotiate and establish quality labor agreements which fit within the policy parameters set by the Board.
- To reduce the rate of payments from all funds by managing the County's risks, especially in the areas of Workers' Compensation and grievance settlements.
- To improve Assessment and Taxation's labor intensive automated system and define the requirements for updating the system.
- To complete a fair and equitable classification/compensation plan for all County employees.
- To complete at least one service improvement project in each Division which results in cost savings or doing more with the same or fewer resources.
- To implement the second year of a performance-based management model within DGS which requires each organization to have in place missions, objectives, work plans and personal performance plans for all employees. (See Appendices.)
- To identify the cost (Countywide) of mandated services and discretionary dollars.
- To implement budget impact statements which will provide the Board with information on true cost and impact of budget decisions.
- To improve contract procedures.
- To bring Assessment and Taxation appraisals into compliance with state requirements.

The 1988-89 Proposed Budget does not address all the infrastructure improvement needs that General Services has identified such as:

- Records management
- Long-term commitment to improve Assessment & Taxation systems
- A chief cartographer in Assessment & Taxation
- Full implementation of personal computer support
- Office automation network support
- Countywide training needs

- User-friendly software for greater efficiency in data processing
- Contract management for compliance with insurance and liability issues
- Obsolete microfilm readers used by the public

We are committed to exploring alternative approaches to doing business and to become more efficient and effective in order to divert our resources to the above high priority needs. The Board can expect to hear from us during the year with proposals for alternate use of funds or other solutions requiring budget modifications (not necessarily increases).

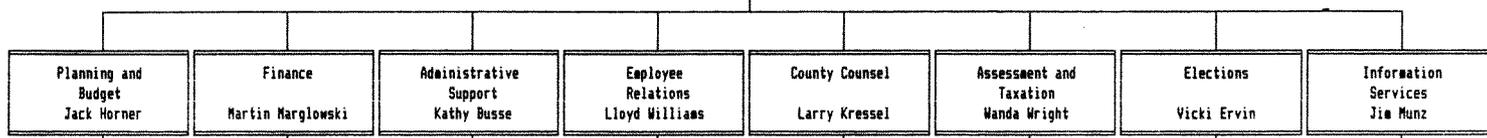
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DEPARTMENT OF GENERAL SERVICES  
FISCAL YEAR 1988-89 STRUCTURE

Office of the Director  
Linda Alexander

Department Support  
Operations  
Jean Miley

Labor Relations  
Training/Health/Benefits  
Ken Upton



Planning and  
Budget  
Jack Horner

Finance  
Martin Marglowski

Administrative  
Support  
Kathy Busse

Employee  
Relations  
Lloyd Williams

County Counsel  
Larry Kressel

Assessment and  
Taxation  
Wanda Wright

Elections  
Vicki Ervin

Information  
Services  
Jim Munz

Budget  
Strategic Planning

Administration  
Accounting  
Treasury/Payroll

Purchasing  
Board of Equalization  
Cable Office  
Records Management  
Warehouse/Central Stores

Personnel  
Affirmative Action

Administration  
Risk Management

Administration  
Records Management  
Appraisal  
Tax Collection

Administration  
Special Projects  
March Election  
General Election  
Special Elections

Administration  
Information Services  
Information Systems  
Operations  
Technical Support  
Telecom (Data)  
Telecom (Voice)

## FUNCTIONAL OVERVIEW

**DEPARTMENT OF GENERAL SERVICES  
PROPOSED BUDGET 1988-89**

**FUNCTIONAL OVERVIEW**

**Direct Services to the Public**

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
Administrative Support Division		
Board of Equalization	\$ 87,879	\$ 95,804
Cable Office - Cable Fund	893,395	867,786
Division of Assessment and Taxation	5,090,150	5,225,534
Elections Division	2,185,793	1,916,823
<b>TOTAL</b>		
General Fund Total	7,363,822	7,238,161
Cable Fund Total	893,395	867,786
<b>Direct Services Total</b>	<b>8,257,217</b>	<b>8,105,947</b>

**Support Services to County Departments**

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
Labor Relations Section		
General Fund	\$ 207,499	\$ 344,494
Insurance Fund	160,041	258,079
Operations Unit	249,820	264,298
Planning and Budget Division	277,862	485,045
Finance Division	1,016,069	893,331
Administrative Support Division		
Purchasing, Records, Warehouse/Stores	696,696	778,892
Employee Relations Division	385,885	536,661
County Counsel's Office		
General Fund	753,312	733,163
Information Services Division		
Data Processing Fund	4,724,198	4,998,428
Telephone Fund	971,126	1,280,599
<b>TOTAL</b>		
General Fund Total	\$3,587,143	\$4,035,884
Insurance Fund Total	160,041	258,079
Data Processing Fund Total	4,724,198	4,998,428
Telephone Fund Total	971,126	1,280,599
<b>Support Services Total</b>	<b>9,442,508</b>	<b>10,572,990</b>

**Insurance Fund Management**

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
Director's Office Insurance Fund	\$ 0	\$ 104,145
Labor Relations Insurance Fund	\$5,767,647	\$6,551,945
County Counsel Insurance Fund	\$2,161,007	\$2,240,183
<b>TOTAL</b> <b>Insurance Fund Management Total</b>	<b>\$7,928,654</b>	<b>\$8,896,273</b>

**Department Management**

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
Director's Office	\$ 445,019	\$ 352,665
<b>TOTAL</b> General Fund Total	\$ 445,019	\$ 352,665
<b>Department Management Total</b>	<b>\$ 445,019</b>	<b>\$ 352,665</b>

**GRAND TOTAL**

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
General Fund Total	11,395,984	11,626,710
Cable Fund Total	893,395	867,786
Insurance Fund Total	8,088,695	9,154,352
Data Processing Fund Total	4,724,198	4,998,428
Telephone Fund Total	971,126	1,280,599
<b>GRAND TOTAL</b>	<b>26,073,398</b>	<b>27,927,875</b>

## FINANCIAL/DIVISIONAL OVERVIEW

**MULTNOMAH COUNTY  
DEPARTMENT OF GENERAL SERVICES  
PROPOSED BUDGET 1988-89**

**FINANCIAL OVERVIEW**

Total General Services Proposed 1988-89 Budget	\$27,927,875
Comprised of:	
General Fund (Includes \$2,309,484 in fees, cost recovery and transfers.)	11,626,710
Insurance Fund (Includes \$4,170,000 in beginning working capital; \$7,763,599 in service reimbursements; \$412,403 in cash transfers; \$360,000 in interest; \$470,000 in miscellaneous charges and recoveries; and \$12,000 in fees.)	9,154,352*
Data Processing Fund (Includes \$3,927,147 from General Fund; \$134,752 from the State; \$349,159 from the Fed/State Fund; \$166,785 in other service reimbursements; \$191,565 from outside users and miscellaneous charges; and \$246,035 in beginning working capital.)	4,998,428
Cable Fund	867,786
Telephone Fund (Includes \$574,900 in General Fund service reimbursements; \$350,905 in Fed/State service reimbursements; \$99,867 in other service reimbursements; \$233,892 from the State Courts; and \$23,831 from other system users.)	1,280,599

\*In addition to the \$9,154,352 budget, \$4,033,650 is budgeted in contingency.

**ORGANIZATIONAL OVERVIEW**

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
<b><u>Office of the Director</u></b>		
General Fund	4.00 FTE \$532,898	3.00 FTE \$352,665
Insurance Fund	0.00 FTE \$ 0	2.00 FTE \$104,145
Cable Fund	2.00 FTE \$893,395	0.00 FTE \$ 0

Explanation of Changes:

- Decrease of 1.0 FTE in General Fund and related materials and services reflects transfer of Board of Equalization to Administrative Support Division in 1988-89 Budget; Cable Fund staff and budget were also moved to the Administrative Support Division.
- Increase in FTE's in Insurance Fund reflects addition of two positions assigned to risk management and related materials and services and equipment.
- Payment for Northwest Family Network (\$13,500 in 1987-88; \$18,000 in 1988-89) has been transferred to the Labor Relations Section.
- Capital has been reduced to reflect ongoing capital replacement needs. The 1987-88 budget included \$108,000 for a replacement for A & T's tax collection processing machine.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<b><u>Labor Relations</u></b>		
General Fund	4.00 FTE \$ 207,499	6.00 FTE \$ 344,494
Insurance Fund	5,927,688	6,810,024

Explanation of Changes:

- Increase in Personal Services includes addition of two FTE's for Labor Relations and the Health/Benefits Program and related equipment, materials and services. Two FTE's are funded by reimbursement from Insurance Fund.
- Increase of \$18,000 in Professional Services reflects transfer of payments for Northwest Family Network.
- Increase of \$19,750 reflects transfer of funding for Employee Bylines from Employee Relations to Labor Relations (budgeted at \$18,000 in 1987-88).
- Includes \$4,000 for employee service pins and certificates, previously paid for by Departments -- time and costs involved in charging costs to departments make this the more cost-effective approach.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<b><u>Operations</u></b>		
General Fund	9.50 FTE \$249,820	9.50 FTE \$264,298

Explanation of Changes:

- Increase reflects pay equity and step increases and increased cost of materials and services.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<b><u>Planning and Budget</u></b>		
General Fund	0.00 FTE \$ 0	10.00 FTE \$ 485,045

Explanation of Changes:

- In 1987-88, the Budget Office was part of the Finance Division. In 1986-87, 6.0 FTE's and \$277,862 were budgeted for the Budget Office. During 1987-88, a new Division of Planning and Budget was created with responsibility for strategic planning and budget. A Division Manager position was created (PM 2).
- Additional Personal Services increases reflect transfer of one position (Financial Spec 2) from Finance Division, and addition of two new positions to fully implement LGFS.
- Materials and Services increase reflects costs for implementing new planning functions and costs associated with LGFS positions.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<b><u>Finance</u></b>		
General Fund	42.00 FTE \$1,721,243	22.00 FTE \$ 893,331

Explanation of Changes:

- Decrease reflects restructure of Division to move Budget Office into new Planning and Budget Division and Purchasing into new Administrative Support Division.
- In addition, one position (Financial Specialist 2) was transferred to Planning and Budget Division, Division Manager position was downgraded from a Program Manager 3 to a Program Manager 2 when responsibilities for Budget and Purchasing were moved, and one OA 2 position was eliminated in the Proposed Budget.
- Decrease in Professional Services reflect transfer of responsibility for payment for Single Audit to the Departments, where applicable.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<b><u>Administrative Support</u></b>		
General Fund	0.00 FTE \$ 0	18.00 FTE \$ 872,696
Cable Fund	2.00 FTE \$893,395	2.00 FTE \$ 867,786

Explanation of Changes:

- Administrative Support Division was created during 1987-88 to incorporate functions from Finance (Purchasing), the Director's Office (Cable and Board of Equalization) and DES (Records). A Division Manager position was created. In the 1988-89 budget, the Central Stores/Warehouse function will be transferred from DES.
- In 1988-89, positions and funds requested in the Proposed Budget from the General Fund are Administration (1.5 FTE, \$79,269); Purchasing (11.0 FTE, \$428,997); Board of Equalization (1.5 FTE, \$95,804); Records (1.0 FTE, \$159,453); Central Stores/Warehouse (3.0 FTE, \$109,173).
- .5 FTE (Office Assistant 2) has been created in the Board of Equalization (previously budgeted as Temporary) and .5 FTE (Office Assistant 2) has been added erroneously in clerical support to the new Division. This error will be corrected through a technical amendment (\$11,088).
- Miscellaneous Materials and Services increases are for the Board of Equalization (supplies for computers, shelving and increase in rate for B of E members) and increased costs for operating Central Stores (costs not anticipated in 1987-88).

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<b><u>Employee Relations</u></b>		
General Fund	6.00 FTE \$326,490	8.00 FTE \$536,661

Explanation of Changes:

- Personal Services changes reflect the downgrading one position from Management Analyst to Administrative Technician, the transfer of the Affirmative Action Office from the Chair's Office and the addition of one Management Analyst to support the new classification/compensation plan.
- Increase in Professional Services reflects \$125,000 OTO budgeted for classification/compensation study.
- Increase in other Materials and Services reflect current higher costs of advertising and printing, previously underbudgeted.

	<u>ADOPTED</u> <u>1987-88</u>	<u>PROPOSED</u> <u>1988-89</u>
<b><u>County Counsel</u></b>		
General Fund	15.00 FTE \$ 753,312	14.00 FTE \$ 733,163
Insurance Fund	5.00 FTE \$2,161,007	5.00 FTE \$2,240,183

Explanation of Changes:

- 1.0 FTE was transferred to District Attorney for forfeitures during 1987-88.
- Anticipated cost for Burt vs. Blumenauer case has been increased from \$14,643 (1987-88) to \$45,000 (1988-89); the case is expected to go to trial in 1988-89.
- Other Materials and Services increases reflect actual cost of operating the office in 1987-88.

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
<b><u>Assessment and Taxation</u></b>		
General Fund	133.00 FTE \$5,090,150	132.00 FTE \$5,225,534

Explanation of Changes:

- Decrease of 1.0 FTE is the cut of the Deputy (Management Assistant) position.
- Major increases are tied to the mapping project: the maintenance contract for the mapping system (\$37,524), a higher cost for the lease payment on the mapping system computer (\$11,243 higher than was budgeted in 1987-88), and additional supplies needed to operate the system (\$13,000) -- \$61,767 total. An additional \$15,291 is for the second year payment on the WANG system.

	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
<b><u>Elections</u></b>		
General Fund	17.00 FTE \$2,185,793	17.00 FTE \$1,916,823

Explanation of Changes:

- Major decrease is the result of budgeting for a General Election rather than a Primary Election (\$273,972).
- Temporary Personal Services reflect savings anticipated from use of the signature verification; exact savings are dependent on the scale of the election.
- Purchase of portable voting booths has been budgeted in 1988-89; it will offset \$17,000 annually in cartage costs for the old voting booths.

<u>Information Services</u>	<u>ADOPTED 1987-88</u>	<u>PROPOSED 1988-89</u>
General Fund (Telecommunications - Voice)	4.00 FTE \$ 147,419	0.00 FTE \$ 0
Telephone Fund	0.00 FTE \$ 971,126	5.00 FTE \$1,280,599
Data Processing Fund	60.00 FTE \$4,724,198	59.00 FTE \$4,998,428

Explanation of Changes:

- Loss of State Courts as a user caused the elimination of one programmer position in the D.P. Fund.
- Loss of Court's revenue and greater demand by County users resulted in no net change.
- Personal Services increase includes 4% wage setaside for cost-of-living adjustments.
- 4 FTE's previously funded by the General Fund transferred to the Telephone Fund in order to reflect the true costs of telephones. One position in the Telephone Fund was added to perform technical work now being done by outside vendors.

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## APPENDICES

CURRENT SERVICE LEVEL BUDGET

**DEPARTMENT OF GENERAL SERVICES**  
**CURRENT SERVICE LEVEL BUDGET REQUEST**

**DEPARTMENT SUMMARY**

<u>General Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	239.0*	235.5	(3.5)	( 1.5%)
Personal Services	\$ 8,486,761*	\$ 8,381,336	\$ (105,425)	( 1.2%)
Materials & Services	2,788,854*	2,859,674	70,820	2.5%
Capital Outlay	<u>188,716*</u>	<u>68,908</u>	<u>(121,808)</u>	<u>(64.5%)</u>
<b>Total</b>	<b>\$11,464,331*</b>	<b>\$11,309,918</b>	<b>\$ (154,413)</b>	<b>( 1.3%)</b>

Primary Election Adjusted Difference                    \$ 276,910    \$ 122,497                    1.1%

\*Adjusted to include Records and Central Stores, budgeted in DES in 1987-88, and Affirmative Action/EEO, budgeted in the Chair's Office in 1987-88.

General Fund organization revenues for 1988-89 (estimated)

Indirect Cost receipts	\$ 1,079,157
Administrative Services Division miscellaneous	17,380
Assessment and Taxation fees	999,270
Elections recoveries and miscellaneous	700,448
Total	<u>\$ 2,796,255</u>

<u>Data Processing Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	60.0	59.0	(1.0)	( 1.7%)
Personal Services	\$ 2,354,800	\$ 2,446,345	\$ 91,545	3.9%
Materials & Services	2,351,383	2,417,508	66,125	2.8%
Capital Outlay	<u>60,350</u>	<u>134,575</u>	<u>74,225</u>	<u>23.0%</u>
<b>Total</b>	<b>\$ 4,766,533</b>	<b>\$ 4,998,428</b>	<b>\$ 231,895</b>	<b>4.9%</b>

Data Processing Fund revenues for 1988-89

State Courts	\$ 134,752
Title Companies	103,868
General Fund	3,927,147
Road Fund	65,282
Federal/State Fund	325,404
Animal Control Fund	56,761
Telephone Fund	44,742
Other	87,697
Total	<u>\$ 4,745,653</u>

<u>Telecom Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	4.0*	5.0	1.0	25.0%
Personal Services	\$ 143,822*	\$ 188,369	\$ 44,547	31.0%
Materials & Services	805,523*	963,291	157,768	19.6%
Capital Outlay	<u>169,200</u>	<u>129,000</u>	<u>( 40,200)</u>	<u>(23.8%)</u>
<b>Total</b>	<b>\$ 1,118,545</b>	<b>\$ 1,280,660</b>	<b>\$ 162,115</b>	<b>14.5%</b>

\* Four FTE's and related materials and services were budgeted in the General Fund in 1987-88.

Telecom Fund revenues for 1988-89

State Courts	\$ 233,892
General Fund	575,059
Road Fund	39,667
Federal/State Fund	346,545
Data Processing Fund	40,134
Other	<u>45,363</u>
<b>Total</b>	<b>\$ 1,280,660</b>

<u>Cable Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	2.0	2.0	--	--
Personal Services	\$ 83,984	\$ 68,871	\$ ( 15,113)	(18.0%)
Materials & Services	809,411	798,915	( 10,496)	( 1.3%)
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
<b>Total</b>	<b>\$ 893,395</b>	<b>\$ 867,786</b>	<b>\$ ( 25,609)</b>	<b>( 2.9%)</b>

Cable Fund revenues for 1988-89

Rogers Cable TV franchise fees	327,767
Rogers Cable TV - other funds per franchise	474,859
Franchise Fee revenues from City of Portland	<u>65,160</u>
<b>Total</b>	<b>\$ 867,786</b>

Insurance Fund

	1987-88	1988-89	Difference	Percent
FTE's	5.0	5.0		
Personal Services	Budget figures are not yet available for 1988-89.			
Materials & Services				
Capital Outlay	_____	_____	_____	_____
Total	\$ _____	\$ _____	\$ _____	

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**DEPARTMENT OF GENERAL SERVICES  
DIVISION/SECTION SUMMARY**

<u>Office of the Director</u>	1987-88	1988-89	Difference	Percent
FTE's	3.5	3.0	(.5)	(16.7%)
Personal Services	\$ 181,601	\$ 165,883	\$ ( 15,718)	( 8.7%)
Materials & Services	107,040	109,723	2,683	2.5%
Capital Outlay	<u>181,062</u>	<u>66,908</u>	<u>(114,154)</u>	<u>(63.0%)</u>
<b>Total</b>	<b>\$ 469,703</b>	<b>\$ 342,514</b>	<b>\$ (127,189)</b>	<b>(27.1%)</b>

Explanation of Changes:

- Decrease in FTE's reflects elimination of .5 position assigned to risk management project.
- Payments for Northwest Family Network (\$13,500 in 1987-88; \$18,000 in 1988-89) and Multnomah Child Development Center (\$6,000) have been transferred to the Labor Relations Section.
- Capital has been reduced to reflect ongoing capital replacement needs. The 1987-88 budget included \$108,000 for a replacement for A & T's tax collection processing machine.

<u>Labor Relations Section</u>	1987-88	1988-89	Difference	Percent
FTE's	4.0	4.0	--	--
Personal Services	\$ 161,728	\$ 161,929	\$ 201	.1%
Materials & Services	55,771	109,314	53,543	96.0%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
<b>Total</b>	<b>\$ 217,499</b>	<b>\$ 271,243</b>	<b>\$ 53,744</b>	<b>24.7%</b>

Explanation of Changes:

- Increase of \$6,000 in County supplements and \$18,000 in Professional Services reflects transfer of payments for Multnomah County Child Development Center and Northwest Family Network.
- Increase of \$19,750 reflects transfer of funding for Employee Bylines from Employee Relations to Labor Relations (budgeted at \$18,000 in 1987-88).
- Includes \$4,000 for employee service pins and certificates, previously paid for by Departments -- time and costs involved in charging costs to departments make this the more cost-effective approach.

<u>Operations Unit</u>	1987-88	1988-89	Difference	Percent
FTE's	9.5	9.5	--	--
Personal Services	\$ 242,164	\$ 246,691	\$ 4,527	1.9%
Materials & Services	14,987	17,607	2,620	17.5%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
<b>Total</b>	<b>\$ 257,151</b>	<b>\$ 264,298</b>	<b>\$ 7,147</b>	<b>2.8%</b>

Explanation of Changes:

- No significant changes.

<u>Finance Division</u>	1987-88	1988-89	Difference	Percent
FTE's	24.0	23.0	(1.0)	(4.2%)
Personal Services	\$ 844,114	\$ 785,152	\$ (58,962)	(7.0%)
Materials & Services	130,652	131,165	513	0.4%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
<b>Total</b>	<b>\$ 974,766</b>	<b>\$ 916,317</b>	<b>\$ (58,449)</b>	<b>(6.0%)</b>

Explanation of Changes:

- Decrease reflects transfer of one position (Financial Specialist 2) to Planning and Budget Division, and lower cost of Division Manager, which was downgraded from a Program Manager 3 to a Program Manager 2 when responsibilities for Budget and Purchasing were moved.
- Decrease in Professional Services reflect transfer of responsibility for payment for Single Audit to the Departments, where applicable.

<u>Planning and Budget Division</u>	1987-88	1988-89	Difference	Percent
FTE's	7.0	8.0	1.0	14.3%
Personal Services	\$ 293,722	\$ 364,854	\$ 71,132	24.2%
Materials & Services	22,220	28,041	5,821	26.2%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
<b>Total</b>	<b>\$ 315,942</b>	<b>\$ 392,895</b>	<b>\$ 76,953</b>	<b>24.4%</b>

Explanation of Changes:

- Personal Services increase reflects transfer of one position (Financial Spec 2) responsible for the Local Government Financial System (LGFS) from Finance Division and full-year cost of the new Division Manager's position.
- Materials and Services increase reflects costs for implementing new planning functions and costs associated with LGFS Coordinator.

<u>Administrative Services Div.</u>	1987-88	1988-89	Difference	Percent
FTE's	17.0*	18.0	1.0	5.9%
Personal Services	\$ 600,310*	\$ 625,796	\$ 25,486	4.2%
Materials & Services	225,208*	241,641	16,433	7.3%
Capital Outlay	<u>0*</u>	<u>2,000</u>	<u>2,000</u>	<u>--</u>
<b>Total</b>	<b>\$ 825,518*</b>	<b>\$ 869,437</b>	<b>\$ 43,918</b>	<b>5.3%</b>

\*For comparative purposes, 1987-88 information has been adjusted to include information on Board of Equalization (budgeted in 1987-88 in DGS Director's Office) and Records and Central Stores, both budgeted in DES (Facilities Management) in 1987-88.

Explanation of Changes:

- .5 FTE (Office Assistant 2) has been created in the Board of Equalization (previously budgeted as Temporary) and .5 FTE (Office Assistant 2) has been added in clerical support to the new Division.
- Miscellaneous Materials and Services increases are for the Board of Equalization (supplies for computers, shelving and increase in rate for B of E members) and increased costs for operating Central Stores (costs not anticipated in 1987-88).

<u>Employee Relations Division</u>	1987-88	1988-89	Difference	Percent
FTE's	7.0*	7.0	--	--
Personal Services	\$ 326,533*	\$ 313,314	\$ (13,219)	(4.0%)
Materials & Services	56,252*	64,380	8,128	14.4%
Capital Outlay	<u>3,100*</u>	<u>0</u>	<u>(3,100)</u>	<u>--</u>
<b>Total</b>	<b>\$ 385,885*</b>	<b>\$ 377,694</b>	<b>\$ (8,191)</b>	<b>(2.1%)</b>

\*For comparative purposes, 1987-88 data has been adjusted to include Affirmative Action Office, previously budgeted in Chair's Office.

Explanation of Changes:

- Personal Services reduction is the result of downgrading one position from Management Analyst to Administrative Technician, and lower salaries for two new hires.
- Increase in Materials and Services reflect current higher costs of advertising and printing, previously underbudgeted.

<u>County Counsel's Office</u>	1987-88	1988-89	Difference	Percent
FTE's	14.0	14.0	--	--
Personal Services	\$ 642,454	\$ 636,515	\$ (5,939)	(0.9%)
Materials & Services	56,723	96,648	39,925	70.4%
Capital Outlay	<u>0</u>	<u>0</u>	<u>--</u>	<u>--</u>
<b>Total</b>	<b>\$ 699,177</b>	<b>\$ 733,163</b>	<b>\$ 33,986</b>	<b>4.9%</b>

Explanation of Changes:

- Anticipated cost for Burt vs. Blumenauer case has been increased from \$14,643 (1987-88) to \$45,000 (1988-89); the case is expected to go to trial in 1988-89.
- Other Materials and Services increases reflect actual cost of operating the office in 1987-88.

<u>Assessment and Taxation Div.</u>	1987-88	1988-89	Difference	Percent
FTE's	132.0	132.0	--	--
Personal Services	\$ 4,390,048	\$ 4,392,305	\$ 2,257	(.1%)
Materials & Services	730,355	833,229	102,874	14.1%
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>--</u>
<b>Total</b>	<b>\$ 5,120,403</b>	<b>\$ 5,225,534</b>	<b>\$ 105,131</b>	<b>2.1%</b>

Explanation of Changes:

- Major increases are tied to the mapping project: the maintenance contract for the mapping system (\$37,524), a higher cost for the lease payment on the mapping system computer (\$34,000 higher than 1987-88), and additional supplies needed to operate the system (\$13,000) -- \$84,524 total.

<u>Elections Division</u>	1987-88	1988-89	Difference	Percent
FTE's	17.0	17.0	--	--
Personal Services	\$ 804,087	\$ 688,897	\$ (115,190)	(14.3%)
Materials & Services	1,389,646	1,227,926	(161,720)	(11.6%)
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>--</u>
<b>Total</b>	<b>\$ 2,193,733</b>	<b>\$ 1,916,823</b>	<b>\$ (276,910)</b>	<b>(12.6%)</b>

Explanation of Changes:

- Major decrease is the result of budgeting for a General Election rather than a Primary Election (\$273,972).
- Personal Services reflect savings anticipated from use of the signature verification; exact savings are dependent on the scale of the election.
- Purchase of portable voting booths has been budgeted in 1988-89; it will offset \$17,000 annually in cartage costs for the old voting booths.

Information Services Division

<u>Data Processing Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	60.0	59.0	(1.0)	( 1.7%)
Personal Services	\$ 2,354,800	\$ 2,446,345	\$ 91,545	3.9%
Materials & Services	2,351,383	2,417,508	66,125	2.8%
Capital Outlay	<u>60,350</u>	<u>134,575</u>	<u>74,225</u>	<u>123.0%</u>
<b>Total</b>	<b>\$ 4,766,533</b>	<b>\$ 4,998,428</b>	<b>\$ 231,895</b>	<b>4.9%</b>

Explanation of Changes:

- Loss of State Courts as a user caused the elimination of one programmer position.
- Loss of Court's revenue requires the spreading of fixed costs over fewer users (primarily County users).
- Personal Services increase includes 4% wage setaside for cost-of-living adjustments.

- Increased costs in Materials and Services are the result of increased costs for software and maintenance agreements.
- Capital outlay is to replace half of the disk storage system.

<u>Telecom Fund</u>	1987-88	1988-89	Difference	Percent
FTE's	4.0*	5.0	1.0	25.0%
Personal Services	\$ 143,822*	\$ 188,369	\$ 44,547	31.0%
Materials & Services	805,523*	963,291	157,768	19.6%
Capital Outlay	<u>169,200</u>	<u>129,000</u>	<u>(40,200)</u>	<u>(23.8%)</u>
<b>Total</b>	<b>\$ 1,118,545</b>	<b>\$ 1,280,660</b>	<b>\$ 162,115</b>	<b>14.5%</b>

\* These positions and related materials and services were budgeted in the General Fund in 1987-88.

Explanation of Changes:

- In 1988-89, the costs of operating the telephone system have been included in the Telecom budget. Now the full costs are covered by the rates charged to users.
- One position has been added to offset costs of hiring outside vendors to perform technical work on system.

0984F  
Revised 3/10/88

DEPARTMENT PRIORITIES  
FOR ENHANCEMENTS

**Department of General Services**  
**Summary of Proposed Program Enhancements and Reductions**

<b>PROGRAM ENHANCEMENTS</b>	<b>FTE</b>	<b>COST</b>
<u>General Fund</u>		
DGS #1 Labor Relations Section	1.0 FTE	(\$82,309 total) \$46,679
DGS #2 Planning and Budget Division	2.0 FTE	\$98,350
DGS #4 Assessment and Taxation Div	0 FTE	\$1,197,500
DGS #5 Employee Relations Division	1.0 FTE	\$161,791
DGS #6 Administrative Services Div	1.0 FTE	\$45,483
DGS #7 Assessment and Taxation Div	1.0 FTE	\$39,471
DGS #8 Finance Division	1.0 FTE	\$49,935
<b>TOTAL General Fund</b>	<b>7.0 FTE</b>	<b><u>\$1,639,209</u></b>
<u>Insurance Fund</u>		
DGS #1 Labor Relations Section	1.0 FTE	(\$82,309 total) \$35,630
DGS #3 Risk Management (Estimated)	2.0 FTE	\$104,145
<b>TOTAL Insurance Fund</b>	<b>3.0 FTE</b>	<b><u>\$ 139,775</u></b>
<u>Data Processing Fund</u>		
DGS #9 Information Services Division	2.0 FTE	\$98,239
DGS #10 Information Services Division	1.0 FTE	\$68,071
<b>TOTAL DP Fund</b>	<b>3.0 FTE</b>	<b><u>\$ 166,310</u></b>

**PROGRAM REDUCTIONS**

**General Fund**

DGS #1	Labor Relations Section	0 FTE	\$6,000
	Eliminates \$6,000 subsidy to Multnomah County Child Development Center		
DGS #2	Labor Relations Section	0 FTE	\$18,000
	Eliminates contract with Northwest Family Network to provide child care referrals to employees		
DGS #3	Finance Division	1.0 FTE	\$22,986
	Eliminates one Office Assistant 2 position.		
<b>TOTAL General Fund</b>		<b>1.0 FTE</b>	<b>\$46,986</b>

0983F/JMM/kd

**Department of General Services  
Proposed Program Enhancements  
FY 1988-89**

**1. Add Labor Relations and Employee Benefits staff**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
2.0	\$82,309 estimated annual cost	\$46,679 General \$35,630 Insurance

**PREVENTION/COST AVOIDANCE**

- Would provide crucial backup to current level of staffing for contract negotiation and administration (Ken Upton, Program Manager 1)
- Would provide staffing to ensure adequate benefits management by allowing Health/Benefits Administrator (Merrie Ziady) to get assistance from health professional for Health Promotion Program
- My assessment is that both managers in this functional area are in danger of crashing and burning without additional professional support, and we have no backup for either.

**2. Provide staffing for the Planning and Budget Division**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
2.0	\$98,350 estimated annual cost	\$98,350 General

**COST AVOIDANCE**

- The LGFS system was never fully implemented throughout the County to meet the information needs of County managers. As a result, individuals have developed duplicative PC-based and manual information systems to supplement what's now available. This approach is very costly and prevents standardized reporting and aggregation of cost data for programs and projects that cross organizational lines (e.g., the Human Services/Justice Services continuum).
- Would provide staffing to continue development of LGFS system to become management tool
- Would enable development of systems to close feedback loop in new planning and budgeting approach adopted by the County - results could be measured against cost.
- In addition, the current LGFS Coordinator now budgeted in the Finance Division will be transferred to this Division.

**3. Fund Risk Management Program**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
2.0	\$104,145 estimated annual cost	\$104,145 Insurance

**PREVENTION/COST AVOIDANCE**

- An evaluation of the County's risk management needs is due to the Board in March 1988; the report will identify the organizational requirements for risk management in the County.
- Any staffing or related costs associated with this program will be absorbed by the Insurance Fund.
- Staff and funding requirements are estimated. The specific recommendation for staffing will be made in the March report.

**4. Replace Assessment and Taxation's existing data base and supporting software**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
0	\$1,197,500 maximum total project	\$1,197,500 General

**PREVENTION/COST AVOIDANCE**

- A feasibility study for this project is currently underway. The cost identified above (\$1,197,500) represents one of a number of options; true costs will not be known until the feasibility study is completed. The cost identified above is likely to be the highest cost option.
- The system currently used requires costly and extensive maintenance.
- This project is one of the eleven "A" priorities of the Data Processing Management Committee.
- Major impacts would be a reduction in labor-intensive, data entry batch processing; a likely reduction in the error rate which results in challenges to the Board of Equalization; a likely reduction in the error rates in applying taxes paid or refunds made to correct taxpayer; and an increase in the productivity of appraisers by decreasing the amount of redundant paper processing they have to do.

**4. (Tied in priority with #4 above) Fund "A" priority projects in Data Processing long-range plan**

**PREVENTION/COST AVOIDANCE**

- "A" priority items consist of eleven Countywide projects.
- The Data Processing Management Committee has prioritized these as critical to the continued operation of County services.
- Costs are uncertain, but eleven projects could not be funded by the current \$200,000 available in the Special Appropriation for Data Processing.
- The projects will take more than one year to complete and the first year cost will be less than the total cost.
- Any addition to the \$200,000 annual allocation will improve the County's ability to implement these projects.

**5. Conduct and Implement Classification/Compensation Study**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$161,791 startup cost, \$36,800 annual cost thereafter	\$161,791 General

**PREVENTION/COST AVOIDANCE**

- A classification/compensation study has not been done in the County since 1978; that was only a pilot study involving a small portion of the County's positions/classifications.
- A classification/compensation study was requested by the two joint Pay Equity Committees last year.
- An unacceptable alternative is to continue funding \$500,000 annually for Pay Equity and create a greater problem.
- One additional staff person is being requested to support the implementation of this large project and manage compensation and classification.

**6. Add a Records Manager to the Administrative Services Division**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$45,483 annual cost	\$45,483 General

**PREVENTION/COST AVOIDANCE**

- Currently, the County's Records Management responsibilities are being addressed by one staff person trained as a warehouse worker.
- The County has no trained Records Manager who could advise the County or the Departments about statutory records management requirements, facility requirements, and retention and disposal procedures.
- Currently, only five divisions in the County fully utilize the records management function and plan for records retention, protection, and disposal.
- To meet legal requirements regarding records management, additional staff is necessary to evaluate records needs, train departments in records retention and management, and develop a storage and retrieval process.

**7. Create a Chief Cartographer position to implement the Assessment and Taxation mapping project**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$39,471 annual cost	\$39,471 General

**PREVENTION/COST AVOIDANCE/STATUTORY COMPLIANCE**

- Currently, the Manager of the Recording Section, in addition to other supervisory and management responsibility for a large section, is responsible for implementing the mapping project.
- It is critical to provide dedicated staff to manage and implement this important, expensive program which the County committed to last year.
- Would provide critical backup to the Recording Section Manager who is currently working approximately 50-60 hours/week, and is the only one being trained in the management of the system.

**8. Add accountant for financial controls and procedures**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$49,935 annual cost	\$49,935 General

**PREVENTION/RISK/COMPLIANCE**

- This position would assume responsibility for assuring that internal controls and procedures are in place throughout the County to prevent loss.

- This position would act as "controller." Any new accounting systems in the Departments would have to be approved by Finance.
- This position would enable the implementation of my directive that the Finance Officer be responsible for the adequacy of internal financial controls and procedures throughout the County.

**9. Add staff to expand Personal Computer Support Services in ISD**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
2.0	\$98,239 estimated startup cost, \$84,239 annual cost thereafter	\$98,239 DP

**EFFICIENCY/COST AVOIDANCE**

- Would restore one position in PC Support to Departments and add a second position to improve response time to user requests for installation, training and troubleshooting.
- Absent one or both of these positions, programmers now assigned to systems development and maintenance will be diverted to provide PC support or Departments will be on their own, by contracting with outside agencies for training and program development.

**10. Enhance Office Automation Network**

<u>FTE</u>	<u>Cost</u>	<u>Fund</u>
1.0	\$68,071 estimated cost this year, \$43,291 thereafter	\$68,071 DP

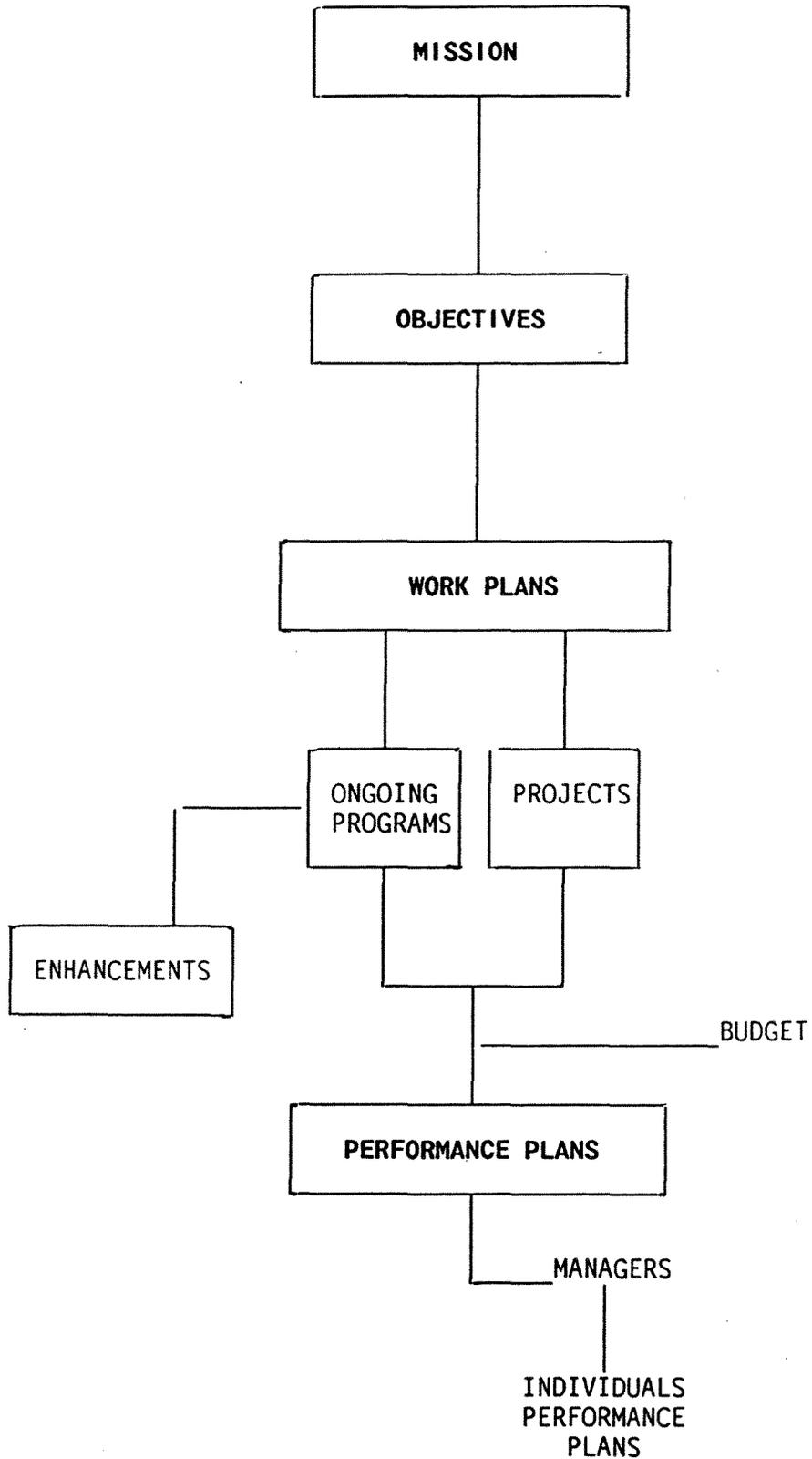
- Provides one-time hardware and software in the amount of \$25,000 to expand Office Automation Network to DES and the Sheriff's Office and make available fourteen ports for additional systems to access the network in the future.
- Electronic Mail is more useful with the more locations it reaches; this would enable critical organizations and facilities to be added to the network.
- Increased staff would also enable response to user questions after 2:30 p.m., the time that the present D.P. technician leaves for the day.
- Will free up higher level ISD staff to continue installation of Wang systems in other County locations.

- The purchase of four terminals (\$8,000) will enable the County to continue to provide basic word processing training in-house, at a savings of \$370 per employee per training day and coupled with the addition of one additional staff, will enable ISD to expand in-house training to include glossary and advanced WP classes. During 1987-88, \$21,000 will be saved by County users being trained in-house.

11. All of the following projects have been rated below #10. All of them have merit, but I don't believe they are as critical this year as the top ten, and I will try to find funding for them throughout the year if any savings are realized. They are not listed in any particular order.

- A. Increase Countywide training budget  
0 FTE     \$15,000-25,000 estimated annual cost     General Fund
- B. Purchase NATURAL Security software  
0 FTE     \$15,000 one time cost     DP Fund
- C. Purchase SUPERNATURAL software to improve user access to ADATABASE files  
0 FTE     \$48,000 one time cost     DP Fund
- D. Purchase NATURAL software to allow user access to VSAM files  
0 FTE     \$30,000 one time cost     DP Fund
- E. Add a Contract Manager  
1.0 FTE     \$40,000-45,000 annual cost     General Fund
- F. Provide a Wang word processing system for Administrative Services  
0 FTE     \$30,000 estimated one time cost     General Fund
- G. Replace obsolete microfilm readers/printers in A & T  
0 FTE     \$36,000 this year (additional reader/  
printers will need to be replaced in  
the future)     General Fund
- H. Create six Appraiser Trainee positions in A & T to provide trained backup to appraisers to minimize impact of retirements and other attrition.  
6.0 FTE     \$158,000 estimated annual cost     General Fund
- I. Purchase MSA Benefits Administration module to enhance benefit tracking  
0 FTE     \$36,000 one time cost     DP Fund

MANAGEMENT MODEL



Begin - 1987  
 Complete - 1990

Department of General Services  
 Management Model

0372F

# 1  
DHS 4/19/88

TO: Duane  
FROM: Dany  
Date: 4/19/88  
Subj: Response to Commissioner's Question Re:  
Detox Services for Pregnant and  
addicted mothers

Through mid-march the expenditures  
for detox services for addicted women are  
as follows:

- 1.) Woodland Park Hospital (Outpatient Detox)  
Total Contract amount: \$19,000 +  
Amount Spent thru mid march: 3,900  
Amount Remaining \$15,100 +
- 2.) C.O.D.A. (outpatient methadone)  
Total Contract amount: \$9,000 +  
Amount Spent thru mid march: 156  
Amount Remaining \$8,844 +
- 3.) a total of 3 clients have been served  
thru mid-march.

PAULINE ANDERSON  
Multnomah County Commissioner  
District 1



605 County Courthouse  
Portland, Oregon 97204  
(503) 248-5220

4/19/88  
#1 Sheriff  
WK Session

April 19, 1988

To: Dave Warren  
Board of County Commissioners  
From: Pauline Anderson  
Re: BIT memo

Thank you for your memo of April 12, 1988, in which you try to clarify how the BIT money is being recommended for use in the 1988-89 budget. Because the BIT is not a clearly dedicated revenue source, specifying its use is a bit academic. Nevertheless, I believe the Board made a clear policy choice when the BIT was passed that is not fully reflected in your memo. In the interest of an accurate record, I would like to explain my understanding of the Board's intent.

The April, 1986, .35 BIT was designed to fund the Courthouse Jail and new prevention and early intervention programs. Funding for the Restitution Center had already been identified and committed. The inclusion of the Restitution Center in the findings (and in the sentence you quote) was designed to provide a context for a public explanation of the passage of the measure, not expand the programs to be funded with the money.

The finding indicates that the BIT money will be used for the Courthouse Jail and the youth programs AND that by making these commitments and opening the Restitution Center the Board will improve the effectiveness of the justice system.

Secondly, the Youth Service Centers were never intended to be funded out of BIT money. These programs were not part of the recommendations developed by the Ad Hoc citizen committee which recommended the money be focused on child abuse and teen pregnancy. The transfer of the Youth Service Centers to the County grew out of a recommendation of the Services Evaluation Task Force. Funding for the transfer was to be provided out of the General Fund.

These clarifications are potentially important because as you indicate, the .35% tax is estimated to raise \$2,964,000 for 1988-89. Deducting the amount for the Courthouse Jail (\$854,179) would leave a balance of \$2,089,821. Given our original policy intent, I would have expected that a large portion of that could have been used to fund programs for little kids. Instead, by including the costs of the Restitution Center and the Youth Service Centers as part of the BIT, your figures imply a "paper" deficit.

Finally, my understanding is consistent with the Chair's memo of June 19, 1987, which tries to outline how the BIT money will be spent.



## GLADYS McCOY, Multnomah County Chair

### EXPLANATION OF THE 1986 BUSINESS INCOME TAX INCREASE

June 19, 1987

#### The Amount

Multnomah County increased the Business Income Tax (BIT) from .6 of one percent of net income to .95 of one percent of net income in the 1986-1987 budget. The estimated amount of revenue from the increase was \$1.8 million.

#### How the money was budgeted

In 1986, the county executive proposed using the BIT increase to operate the Courthouse Jail and to re-open the Claire Argow Center for women.

In April of 1986, however, the Board of County Commissioners decided to use the revenue increase to operate the Courthouse Jail and to "expand early intervention and prevention programs for youth." The board also continued its commitment to the establishment of a Restitution Center which was eventually opened in 1987.

#### How the money was spent

1. Operating the Courthouse Jail	\$914,424
2. "Failure to Thrive"	\$22,425
3. Teen Health Centers	\$134,823
4. Post Natal Follow Up	\$22,823
5. Family Abuse Support	\$152,712
6. Teenage Parents Health Services	\$100,000
7. Pregnant and New Mother Drug Detox	\$15,000
8. Pre-schooler Day Treatment	\$80,000
9. Challenge Grants	\$50,000
10. Child Abuse Evaluation	\$127,000
11. Shelter for Street Youth	\$100,000
12. East County Youth Service Center	\$54,081

Total amount of these programs slightly exceeds the \$1.8 million of estimated revenue from the BIT. The extra dollars were allocated from the County General Fund.

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

ORDINANCE NO. 512

An ordinance relating to the Business Income Tax; amending M.C.C. 5.70.045.

Multnomah County ordains as follows:

SECTION 1. FINDINGS

The Board of County Commissioners finds that:

1. Reopening the Courthouse Jail and opening the Restitution/Program Center will provide up to 150 jail spaces to relieve the pressure on current correctional facilities. This action will provide jail spaces which will serve in part as sanctions to improve the effectiveness of the non-custodial justice programs.

2. In response to the anticipated loss of \$6 million in federal revenue sharing and cuts in federal money resulting from Gramm-Rudman, the Board of County Commissioners has been studying different revenue proposals since last fall. Several proposals, including one to increase the business income tax, were discussed by the Board in December, 1985. In his budget, the County Executive has recommended an increase in the business income tax. The business community has shown a willingness to support an increase in the tax for enhanced jail capacity. By adopting this ordinance, the Board retains flexibility and control over its budgetary and policy making decisions.

3. The Board unanimously adopted the a series of budget priorities in December, 1985, for the 1986-7 budget. These priorities express the Board's commitment to prevention programs for youth and prevention and treatment programs over purely custodial programs in justice services. By using the revenue generated by the Business income tax in 1986-7 to reopen the Courthouse Jail and expand early intervention and prevention programs for youth and by continuing its commitment to opening the Restitution/Program Center, the Board is improving the effectiveness of the justice system for both youth and adults.

SECTION 2. AMENDMENT

M.C.C. 5.70.045 is amended to read as follows:

5.70.045 Rate of Tax

(A) Except as otherwise provided in this chapter, a tax is hereby imposed upon each person doing business within Multnomah County equal to six-tenths of one percent of the net income from that business within the county.

(B) In addition to the tax imposed under Subsection (A) above, a tax equal to thirty-five hundredths of one percent of the net income from each person doing business within Multnomah County is hereby imposed upon that business within the county effective with tax years beginning January 1, 1986.

[(B)] (C) The tax prescribed in Subsection (A) and Subsection (B) of this section is for revenue purposes and is not imposed for regulatory purposes. The payment of the tax and the acceptance of it by the county shall not entitle a taxpayer to carry on any business not in compliance with all other legal requirements.

SECTION 3. ADOPTION.

This Ordinance, being necessary for the health, safety, and general welfare of the people of Multnomah County, shall take effect on July 1, 1986, pursuant to Section 5.50(1)(a) of the Charter of Multnomah County.

ADOPTED this 24th day of April, 1986, being the date of its second reading before the Board of County Commissioners of Multnomah County.

BOARD OF COUNTY COMMISSIONERS

(SEAL)

By Gretchen Kafoury  
Gretchen Kafoury  
Presiding Officer

AUTHENTICATED this 25th day of April, 1986.

By Dennis Buchanan  
Dennis Buchanan  
County Executive

APPROVED AS TO FORM:

JOHN B. LEAHY, COUNTY COUNSEL,  
FOR MULTNOMAH COUNTY, OREGON

By Peter Kastig  
Peter Kastig  
Assistant County Counsel



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF GENERAL SERVICES  
PORTLAND BUILDING  
1120 S.W. FIFTH, 14TH FLOOR  
PORTLAND, OR 97204-1934

OFFICE OF THE DIRECTOR  
BUDGET & MANAGEMENT  
ANALYSIS  
COUNTY COUNSEL  
EMPLOYEE RELATIONS  
FINANCE DIVISION

(503) 248-3303

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BOARD OF COUNTY COMMISSIONERS  
GLADYS McCOY, CHAIR  
PAULINE ANDERSON  
POLLY CASTERLINE  
GRETCHEN KAFOURY  
CAROLINE MILLER

## MEMORANDUM

TO: Board of County Commissioners

FROM: Dave Warren, Budget Manager *DCW*

DATE: April 12, 1988

SUBJECT: The Use of BIT in the 1988-89 Proposed Budget

Until 1986-87 receipts from the Business Income Tax were clearly general revenues, that is, they were not designated for any specific programs and could be used for any purpose.

### 1986-87 BIT

In April 1986, the County imposed a .35% tax. The findings cited in the ordinance imposing this tax may be read to restrict the use of its receipts:

"3 . . . . By using the revenue generated by the Business Income Tax in 1986-87 to reopen the Courthouse Jail and expand early intervention and prevention programs for youth and by continuing its commitment to opening the Restitution/Program Center, the Board is improving the effectiveness of the justice system for both youth and adults."

This finding expresses the intent of the Board in imposing the tax. In 1988-89 the Proposed Budget for the three sets of services cited in the finding are approximately as follows:

1. Courthouse Jail	PS	629,179	
	M&S	225,000	
	SUBTOTAL		854,179
2. Restitution Center	PS	440,698	
	M&S	210,000	
	SUBTOTAL		650,698

3. Early Intervention/Prevention		
Youth Shelter	76,800	
2 teen clinics	236,403	
Family/victim support	181,840	
Teen parent support	179,000	
Abused children day treatment	80,000	
Challenge grants	51,975	
SUBTOTAL		<u>806,018</u>
TOTAL 1988-89 COST OF 1986-87 BIT PROGRAMS		2,310,895

Please note that the costs of the two correctional institutions are based on the number of posts it takes to operate each as specified in the N.I.C. study and the 1986-87 M&S budgets for the two institutions. The 1988-89 Sheriff's budget does not display the estimated costs of these institutions. The amounts shown here are my estimates.

In conjunction with the early intervention program, in 1987-88 the County assumed responsibility for six Youth Service Centers, five of them transferred from the City of Portland. The 1988-89 General Fund cost of the programs run through these centers, once the declining subsidy by the City of Portland is subtracted, is \$1,133,000.

The total 1988-89 revenue estimate for the receipts generated by the .35% tax is \$2,964,000 (see page G-13 of the Proposed Budget). This estimate includes \$1,800,000 of taxes for calendar year 1988 and \$1,164,000 of delayed receipts from taxes due for 1986 and 1987.

#### 1987-88 B I T

The Business Income Tax imposed in April 1987 (.51%) was part of the implementation of Phase I of the jail overcrowding plan. The ordinance imposing the tax lists the six components of Phase I:

1. housing 50 inmates over the design capacity of MCDC,
2. increasing the Intensive Supervision Program to handle an additional 10 releases,
3. increasing Close Street Supervision to handle an additional 40 releasees,
4. supervision for up to 500 pretrial releasees,
5. electronic supervision of 40 releasees,
6. increasing Recog-Intake and Case Management Release.

The finding makes clear the intent of the Board in levying the new tax.

The 1988-89 costs for the six components of Phase I included in the Proposed Budget follow.

1.	Housing 50 inmates over design capacity		
	Corrections MCDC	363,116	
	Corrections Health (HSD)	27,582	
	Ongoing support (MCDC)	259,668	
	SUBTOTAL		650,366
2.	Intensive Supervision		56,368
3.	Close Street Supervision		101,970
4.	Pretrial releases		
	Monitoring Unit	275,155	
	Rental Space (Fac. Mgmt.)	26,000	
	SUBTOTAL		301,155
5.	Electronic Supervision		84,693
6.	Recog-Intake and Case Mgmt		
	Matrix (Sheriff)	218,072	
	Recog/Intake (CCA)	208,121	
	SUBTOTAL		426,193
	SUBTOTAL 1988-89 COST OF 1987-88 BIT PROGRAMS		<u>1,620,745</u>

Additional allocations to the 1988-89 budget that are based on the .51% BIT are:

1.	6 NIC recommended management positions in Corrections	274,639
2.	Corrections overtime based on NIC analysis of posts and CO time off	498,000
3.	Women's Transition Program	<u>120,000</u>
	SUBTOTAL ADDITIONAL ALLOCATIONS	892,639
	TOTAL ALLOCATION OF .51% BIT	\$ 2,513,384

The estimate for the total revenue generated by the .51% Business Income Tax in 1988-89 is \$2,622,000.

1411F/DW/ld

cc: Hank Miggins            Duane Zussy            Wayne George  
    Fred Pearce            John Angell  
    Mike Schrunk          Larry Kressel

April 15, 1988

**PROPOSED AMENDMENTS  
OVERVIEW**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/11/88	Kafoury	DJS #1 - Moves Staff Assistant in Sheriff's Office from Ongoing Programs (BIT) to Inverness Jail Levy, reduces Cash Transfer to Capital Reserve Fund	\$ 48,376
4/11/88	Anderson	DJS #2 - Reduces Corrections Overtime \$23,708, the amount equal to the cost of 1 Warehouse Worker in Ongoing Programs (BIT)	23,708
4/11/88	Kafoury	DJS #3 - Adds Program Development Tech. to Inverness Jail Levy, reduces Cash Transfer to Capitol Reserve Fund	0
4/11/88	Kafoury	DJS #4 - Reduces each of 4 new Sergeants in Corrections to .75 FTE to reflect hiring on October 1, 1988.	42,366
4/11/88	Anderson	DJS #5 - Reduces Staff Assistant in Sheriff's Office Ongoing Programs (BIT) to .50 FTE to reflect termination effective 12/31/88.	23,460
4/11/88	Kafoury	DJS #6 - Reduces Corrections Overtime \$200,000	200,000
4/12/88	Anderson	NOND #1 - Adds funding for 2 annexation workers	( 65,000)
4/12/88	Casterline	NOND #2 - Adds \$600 for East County Soil and Water Conservation District and \$600 for West County Soil and Water Conservation District	( 1,200)
4/13/88	Casterline	DHS #1 - Adds funding for noxious weed control	( 5,000)
4/13/88	McCoy	DHS #2 - Adds EBNC Coordinator position to Social Services	( 38,330)
4/14/88	Anderson	DJS #7 - Adds \$100,000 to the Women's Transition Program	(100,000)
4/14/88	Anderson	DJS #8 - Cuts Evaluation position from the Women's Transition Program, transfers savings to Professional Services in the Women's Transition Program	0

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/14/88	Anderson	DHS #3 - Adds early intervention programs to Social Services and Health Services	(419,167)
4/14/88	Anderson	DHS #4 - Adds Public Information Officer to DHS Administration	( 55,136)
4/14/88	Anderson	DHS #5 - Adds \$32,000 to Juvenile Justice Division pending completion of negotiations with CSD about dependency program	( 32,000)
4/14/88	Anderson	DHS #6 - Adds 3% to contractors in Social Services (\$80,953), Aging Services (\$7,672), and Health Services (\$10,566)	( 99,191)
4/14/88	Casterline	DHS #7 - Adds one dental team to Health Services to staff East County dental clinic and Peck dental clinic	( 88,648)
4/14/88	Casterline	DHS #8 - Adds \$10,000 to Health Services to purchase an option on a site for a mid-County health clinic	( 10,000)
4/14/88	Casterline	DHS #9 - Adds \$12,000 to Social Services contract with the Youth Shelter to purchase food for the shelter	( 12,000)
4/14/88	Kafoury	DHS #10 - Adds \$5,000 to Social Services as <b>one-time-only</b> support for autistic children program	( 5,000)
4/14/88	Kafoury	DHS #11 - Adds \$100,000 to Social Services as support of emergency basic needs service providers	(100,000)
4/14/88	McCoy	NOND #3 - Adds \$45,975 for Jefferson Street Light Rail payment	( 45,975)
4/15/88	Anderson	DES #1 - Adds \$1,400 for East County Soil and Water Conservation District and \$1,400 for West County Soil and Water Conservation District	( 2,800)
4/15/88	Anderson	DES #2 - Transfers \$264,940 from the Recreation Facilities Fund to the General Fund	264,940

1489F

April 15, 1988

**PROPOSED AMENDMENTS - DEPARTMENT OF HUMAN SERVICES**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/13/88	Casterline	DHS #1 - Adds funding for noxious weed control	( 5,000)
4/13/88	McCoy	DHS #2 - Adds EBNC Coordinator position to Social Services	( 38,330)
4/14/88	Anderson	DHS #3 - Adds early intervention programs to Social Services and Health Services	(419,167)
4/14/88	Anderson	DHS #4 - Adds Public Information Officer to DHS Administration	( 55,136)
4/14/88	Anderson	DHS #5 - Adds \$32,000 to Juvenile Justice Division pending completion of negotiations with CSD about dependency program	( 32,000)
4/14/88	Anderson	DHS #6 - Adds 3% to contractors in Social Services (\$80,953), Aging Services (\$7,672), and Health Services (\$10,566)	( 99,191)
4/14/88	Casterline	DHS #7 - Adds one dental team to Health Services to staff East County dental clinic and Peck dental clinic	( 88,648 )
4/14/88	Casterline	DHS #8 - Adds \$10,000 to Health Services to purchase an option on a site for a mid-County health clinic	( 10,000)
4/14/88	Casterline	DHS #9 - Adds \$12,000 to Social Services contract with the Youth Shelter to purchase food for the shelter	( 12,000)
4/14/88	Kafoury	DHS #10 - Adds \$5,000 to Social Services as <b>one-time-only</b> support for autistic children program	( 5,000)
4/14/88	Kafoury	DHS #11 - Adds \$100,000 to Social Services as support of emergency basic needs service providers	(100,000)

1489F/5

April 15, 1988

**PROPOSED AMENDMENTS - DEPARTMENT OF JUSTICE SERVICES**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/11/88	Kafoury	DJS #1 - Moves Staff Assistant in Sheriff's Office from Ongoing Programs (BIT) to Inverness Jail Levy, reduces Cash Transfer to Capital Reserve Fund	\$ 48,376
4/11/88	Anderson	DJS #2 - Reduces Corrections Overtime \$23,708, the amount equal to the cost of 1 Warehouse Worker in Ongoing Programs (BIT)	23,708
4/11/88	Kafoury	DJS #3 - Adds Program Development Tech. to Inverness Jail Levy, reduces Cash Transfer to Capitol Reserve Fund	0
4/11/88	Kafoury	DJS #4 - Reduces each of 4 new Sergeants in Corrections to .75 FTE to reflect hiring on October 1, 1988.	42,366
4/11/88	Anderson	DJS #5 - Reduces Staff Assistant in Sheriff's Office Ongoing Programs (BIT) to .50 FTE to reflect termination effective 12/31/88.	23,460
4/11/88	Kafoury	DJS #6 - Reduces Corrections Overtime \$200,000	200,000
4/14/88	Anderson	DJS #7 - Adds \$100,000 to the Women's Transition Program	(100,000)
4/14/88	Anderson	DJS #8 - Cuts Evaluation position from the Women's Transition Program, transfers savings to Professional Services in the Women's Transition Program	0

1489F/3

April 15, 1988

**PROPOSED AMENDMENTS - DEPARTMENT OF ENVIRONMENTAL SERVICES**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/15/88	Anderson	DES #1 - Adds \$1,400 for East County Soil and Water Conservation District and \$1,400 for West County Soil and Water Conservation District	( 2,800)
4/15/88	Anderson	DES #2 - Transfers \$264,940 from the Recreation Facilities Fund to the General Fund	264,940

1489F/6

April 15, 1988

**PROPOSED AMENDMENTS - NONDEPARTMENTAL**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/12/88	Anderson	NOND #1 - Adds funding for 2 annexation workers	( 65,000)
4/12/88	Casterline	NOND #2 - Adds \$600 for East County Soil and Water Conservation District and \$600 for West County Soil and Water Conservation District	( 1,200)
4/14/88	McCoy	NOND #3 - Adds \$            for Jefferson Street Light Rail payment	

1489F/4

DATE: April 16, 1988

TO: MULTNOMAH COUNTY CHAIR AND COUNTY COMMISSIONERS

FROM: MULTNOMAH COUNTY EMPLOYEES,  
AFSCME LOCAL 88  
By Eugene P. Collins, Budget Analyst

SUBJECT: COUNTY BUDGET 1988/1989, Part 2

FOREWORD:

This is a continuation of our comments on the County Budget and related subjects. For reference purposes new topics will be numbered in sequence after previous papers, but if a topic has already been discussed, the comments will use the previous number, so that you can refer back to previous comments.

14. CORRECTION OFFICERS FOR SHERIFFS DEPARTMENT

We believe that the County Commissioners should begin showing some of the Fiscal responsibility and honesty in the Budget process that they profess to support.

The Board should immediately authorize the 19 or so Corrections Officers the Sheriff needs and acknowledge the fact that the positions are actually a reality, so be honest and show them on the accounting system and show them as budgeted in the coming year also.

The so called overtime line in the budget should be reduced by the amount transferred into the personal services category.

If the Sheriff also needs actual undetermined overtime to cover Deputies that are required to work overtime by Court activities or by field operations or emergency situations in investigations or law enforcement, then that time should be estimated and shown in the proper organization budget as personal services.

If Corrections officers work normal hours, morale will be improved and the costs will be reduced by the elimination of overtime. It will resolve some of the litigation now pending concerning mandatory overtime. No employee should be forced to continuously work overtime in this very hazardous occupation without adequate time off.

The overtime shown on page C-81 under some phoney description is really a travesty in budget preparation and should be shown in the proper organizational pages. The adopted budget must correct these improper entries.

#### 15. INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEM

A study of this system was authorized by the Board on October 9, 1986, because of a critical report by the County Auditor.

(Citizens committees continue to criticize the lack of coordination of systems.)

The Data Processing Management Committee appointed a project team to develop a study with personnel from the District Attorney, the Sheriff, and the ISD. David Bogucki was designated the project manager.

It took more than a year to complete this study and prepare a report. The material is complex and technical in nature and not an item for light reading.

The report appears to be well prepared, and some things were omitted, but I am not going to analyze or summarize his report other than discuss some of his findings.

Unfortunately, in his memo to the Commissioners, Bogucki states "given the current environment.....a new comprehensive system doesn't appear feasible." In more blunt language he is saying that "current environment" means 5 Commissioners who have many divergent ideas and department heads fighting each other for budget dollars and wanting their own data systems.

Also, the total price tag of about \$1.1 million and a two year period to complete the suggested system probably turned off the interest of the Data Processing Management Committee and the County Commissioners who have other ideas for projects that are more visible like libraries and clinics and not an out of sight underground facility that is connected to the cord of your terminal.

However, there is some good news that can be found in the situation and I intend to sincerely present some ideas in a positive manner that will help the situation. First, I believe that the job can be done for far less dollars, and second, that it is feasible because of new developments since the report was written.

First, however, I want to review some ancient history which will explain the basis for my conclusions:

Just about two years ago, the County paid an outrageous sum to the Arthur Young Company for a survey of the Data Processing department.

Their conclusions were that we should junk our equipment, spend about \$5 million and 5 years to rebuild the entire system. There is a lingering thought that they may have had the idea that they might share in the money as consultants.

At the time I wrote a critical review of their report and I also criticized the ISD department for allowing the Sheriff and other departments for dumping terminals onto the ageing computer. This caused great problems and response to all terminals on the system was very slow, in fact, to an unacceptable level.

I was severely racked over the coals for my remarks.

However.....the ISD did rally, and with the appointment of a new manager from the ranks of the ISD turned the situation around with a lot of dedicated effort and sweat and very little money.

Technology in the computer industry has advanced very rapidly in the last few years. ISD was able to buy a new operating system called EOX (or something). (An operating system is a software item which is permanently installed in the computer and instructs its operation. The operating system also contains the ability to understand certain languages used in writing specific programs.

The computer, if knowing only English for example, cannot understand instructions written in Spanish or French.

Some of the County's programs seem to have been written in Latin.

The ISD's new operating system speaks several languages, including a new one called "NATURAL" which is a very high level language which is used to write the programs for specific user functions and is much easier and much faster to write.

With these two new software items, the ISD has been able to restore adequate service to all the terminals. It is like giving the old computer a shot of youth vitamins, and it runs twice as fast. And they saved a bunch of that \$5 million by not getting a new computer.

ISD deserves a lot of credit and appreciation.

This is not to say that they don't need money for equipment. They want to install newer models of disc drives that store the data and retrieve it for your terminal. The new drives would further speed up responses and handle any increased load from an integrated system.

All of this explanation was necessary to support my opinion that the ISD is capable and knowledgeable to design and install a new integrated system themselves without outside consultants and at a substantial reduction in the price estimated.

They do need additional staff for design and for rewriting programs with the new "Natural". They need other enhancements such as the disk drives and perhaps some modifications to the computer.

If you provide sufficient funds, it is possible to see very positive results in a very short time.

While one Commissioner wrinkled her nose at the suggestion the system could be done "piece meal" that is very feasible, because of the following reasons:

A. The programs of the District Attorney and the Sheriff are now operating and each has its own data base, and could very well be sitting side by side in the computer. First, the data bases need to be merged, rearranged and altered to correct existing deficiencies.

B. All of the terminals needed are already connected and are on line to the computer.

C. ISD has a phone line to a computer in Salem which is to be a part of a system now being revised by the State Courts. Even now it is possible for all Departments to access this computer for information, although it costs the County money for it.

D. While I am not suggesting any priorities, there are four major systems, SRMS, JAWS, CPMS in the Sheriff's department and PROMIS in the District Attorney's office that could be revised to improve the data base and rewritten in a relatively fast time.

With those systems running, both the Sheriff and the District Attorney's computers would have full access to the information in each others systems. This would dramatically improve the tracking of vital information, and improve operations. (And, hopefully, it would reduce the possibility of erroneously returning criminals to the street.)

This system would be of great assistance to the officers on the street who could ascertain full information on an individual from one source.

E. The District Attorney's PROMIS system needs to be revised so that they can enter information on a more prompt and timely basis because the Sheriff needs certain data to be very current.

F. Court programs and access to State systems would follow as systems are developed, including Portland and Gresham police, and tracking on probation where increased effort would keep drug and alcohol offenders on their prescribed treatment programs.

G. One of David Bogucki's concerns was the establishment of an independent agency who would manage this project to avoid head bashing by individual departments who insist on their own system.

H. We are now able to establish a central head of the project in the newly established office of John Angel as the head of all Justice Services and can effectively deal with the departments.

I. Commissioner Miller was concerned about the need for an "Evaluator" in John Angel's office. This evaluator could be immediately used in making an analysis of the data that the Sheriff, District Attorney, and Courts need for effective operations, and make necessary changes as programs are rewritten.

This position needs to be budgeted.

J. Now the money. Our suggestion will infuriate the believers of Mom, apple pie, and libraries.

The County library has \$1.7 million dollars budgeted for data processing equipment and activities for just one year!

You must be reminded that law enforcement and corrections are a MANDATED function and must be supported.

The County Library is NOT a mandated activity and should be supported only to the extent that we have money left over after all mandated functions are fully funded.

I believe that the Library could slow or delay some of its data processing schedule this year.

We believe that the County data processing needs are vital to the war on crime, drugs, street gangs, drunks.

We recommend that \$500,000 be transferred from the Library to the County Justice Services, Administration and Planning #2100 and that this fund be used in ISD and other Justice Services departments under the direction of the Executive Director to implement the Integrated Criminal Justice Information System with urgent speed. The Data Processing Management Committee should be involved in determining the direction of the Data Processing activity.

April 15, 1988

**PROPOSED AMENDMENTS  
OVERVIEW**

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4/14/88	Anderson	DJS #7 - Adds \$100,000 to the Women's Transition Program	(100,000)
4/14/88	Anderson	DJS #8 - Cuts Evaluation position from the Women's Transition Program, transfers savings to Professional Services in the Women's Transition Program	0

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4/14/88	Anderson	DHS #4 - Adds Public Information Officer to DHS Administration	( 55,136)
4/14/88	Anderson	DHS #5 - Adds \$32,000 to Juvenile Justice Division pending completion of negotiations with CSD about dependency program	( 32,000)
4/14/88	Anderson	DHS #6 - Adds 3% to contractors in Social Services (\$80,953), Aging Services (\$7,672), and Health Services (\$10,566)	( 99,191)
4/14/88	Casterline	DHS #7 - Adds one dental team to Health Services to staff East County dental clinic and Peck dental clinic	( 88,648)
4/14/88	Casterline	DHS #8 - Adds \$10,000 to Health Services to purchase an option on a site for a mid-County health clinic	( 10,000)
4/14/88	Casterline	DHS #9 - Adds \$12,000 to Social Services contract with the Youth Shelter to purchase food for the shelter	( 12,000)
4/14/88	Kafoury	DHS #10 - Adds \$5,000 to Social Services as <b>one-time-only</b> support for autistic children program	( 5,000)
4/14/88	Kafoury	DHS #11 - Adds \$100,000 to Social Services as support of emergency basic needs service providers	(100,000)
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April 15, 1988

**PROPOSED AMENDMENTS - DEPARTMENT OF HUMAN SERVICES**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/13/88	Casterline	DHS #1 - Adds funding for noxious weed control	( 5,000)
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4/14/88	Anderson	DHS #4 - Adds Public Information Officer to DHS Administration	( 55,136)
4/14/88	Anderson	DHS #5 - Adds \$32,000 to Juvenile Justice Division pending completion of negotiations with CSD about dependency program	( 32,000)
4/14/88	Anderson	DHS #6 - Adds 3% to contractors in Social Services (\$80,953), Aging Services (\$7,672), and Health Services (\$10,566)	( 99,191)
4/14/88	Casterline	DHS #7 - Adds one dental team to Health Services to staff East County dental clinic and Peck dental clinic	( 88,648 )
4/14/88	Casterline	DHS #8 - Adds \$10,000 to Health Services to purchase an option on a site for a mid-County health clinic	( 10,000)
4/14/88	Casterline	DHS #9 - Adds \$12,000 to Social Services contract with the Youth Shelter to purchase food for the shelter	( 12,000)
4/14/88	Kafoury	DHS #10 - Adds \$5,000 to Social Services as <b>one-time-only</b> support for autistic children program	( 5,000)
4/14/88	Kafoury	DHS #11 - Adds \$100,000 to Social Services as support of emergency basic needs service providers	(100,000)

1489F/5

April 15, 1988

**PROPOSED AMENDMENTS - DEPARTMENT OF JUSTICE SERVICES**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/11/88	Kafoury	DJS #1 - Moves Staff Assistant in Sheriff's Office from Ongoing Programs (BIT) to Inverness Jail Levy, reduces Cash Transfer to Capital Reserve Fund	\$ 48,376
4/11/88	Anderson	DJS #2 - Reduces Corrections Overtime \$23,708, the amount equal to the cost of 1 Warehouse Worker in Ongoing Programs (BIT)	23,708
4/11/88	Kafoury	DJS #3 - Adds Program Development Tech. to Inverness Jail Levy, reduces Cash Transfer to Capitol Reserve Fund	0
4/11/88	Kafoury	DJS #4 - Reduces each of 4 new Sergeants in Corrections to .75 FTE to reflect hiring on October 1, 1988.	42,366
4/11/88	Anderson	DJS #5 - Reduces Staff Assistant in Sheriff's Office Ongoing Programs (BIT) to .50 FTE to reflect termination effective 12/31/88.	23,460
4/11/88	Kafoury	DJS #6 - Reduces Corrections Overtime \$200,000	200,000
4/14/88	Anderson	DJS #7 - Adds \$100,000 to the Women's Transition Program	(100,000)
4/14/88	Anderson	DJS #8 - Cuts Evaluation position from the Women's Transition Program, transfers savings to Professional Services in the Women's Transition Program	0

1489F/3

April 15, 1988

**PROPOSED AMENDMENTS - DEPARTMENT OF ENVIRONMENTAL SERVICES**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/15/88	Anderson	DES #1 - Adds \$1,400 for East County Soil and Water Conservation District and \$1,400 for West County Soil and Water Conservation District	( 2,800)
4/15/88	Anderson	DES #2 - Transfers \$264,940 from the Recreation Facilities Fund to the General Fund	264,940

1489F/6

April 15, 1988

**PROPOSED AMENDMENTS - NONDEPARTMENTAL**

<u>Date Proposed</u>	<u>Proposed by</u>	<u>Amendments</u>	<u>Increases (Reduces) General Fund Contingency</u>
4/12/88	Anderson	NOND #1 - Adds funding for 2 annexation workers	( 65,000)
4/12/88	Casterline	NOND #2 - Adds \$600 for East County Soil and Water Conservation District and \$600 for West County Soil and Water Conservation District	( 1,200)
4/14/88	McCoy	NOND #3 - Adds \$                    for Jefferson Street Light Rail payment	

1489F/4

1. PROPOSED BY Commissioner Kafoury

DEPARTMENT 'DJS DIVISION Sheriff/Corr. FUND General BUDGET PAGES C - 104

2. DESCRIPTION OF AMENDMENT

Moves the Staff Assistant (\$34,930) included in "Ongoing BIT Programs" (Org 4130) to the Serial Levy (Org 3955); resulting in a like reduction of the cash transfer from the General Fund to the Capital Reserve Fund.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

N/A

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	020	4130	5100	(34,930)	Permanent
		4130	5500	( 8,833)	Fringe
		4130	5550	( 4,833)	Insurance
100	020	3955	5100	34,930	Permanent
		3955	5500	8,833	Fringe
		3955	5550	4,833	Insurance
100	020	9090	7607	(48,376)	CT-GF to Cap. Res. Fund

EFFECT ON \_\_\_\_\_ FUND CONTINGENCY 48,376

BUDGET AMENDMENT NO. DJS #2

Date Proposed 04/11/88  
Date Approved \_\_\_\_\_

1. PROPOSED BY Commissioner Anderson

DEPARTMENT DJS DIVISION Sheriff/Corr. FUND General BUDGET PAGES C - 104

2. DESCRIPTION OF AMENDMENT

Cuts \$23,708 from Corrections Overtime to fund the Warehouse Worker located in "Ongoing BIT" (Org 4130) and moves the same to Org 4016 (Prop/Comm/Laundry) thereby taking it out of the BIT portion of the Sheriff's General Fund Budget. This results in an increase to General Fund Contingency of \$23,708.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

N/A

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	020	3910	5300	(23,708)	Overtime
100	045	9120	7700	23,708	GF Contingency
100	020	4130	5100	(17,318)	Permanent
		4130	5500	( 4,374)	Fringe
		4130	5550	( 2,016)	Insurance
100	020	4016	5100	17,318	Permanent
		4016	5500	4,374	Fringe
		4016	5550	2,016	GF Contingency

EFFECT ON General FUND CONTINGENCY \$23,708

BUDGET AMENDMENT NO. DJS #3

Date Proposed 04/11/88

Date Approved \_\_\_\_\_

1. PROPOSED BY Commissioner Kafoury

DEPARTMENT DJS DIVISION Sheriff/Corr. FUND General BUDGET PAGES C - 86

2. DESCRIPTION OF AMENDMENT

Adds a Program Development Technician (\$28,404) to the Sheriff's Levy Budget (Org 3955 Fac. Adm.) at a cost of \$28,404 and thereby reduces the cash transfer from the General Fund to the Capital Reserve Fund by a like amount.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	020	3955	5100	20,274	Permanent
		3955	5500	5,121	Fringe
		3955	5550	3,009	Insurance
100	020	9090	7607	(28,404)	CT-GF to Cap. Res. Fund

EFFECT ON \_\_\_\_\_ FUND CONTINGENCY - 0 -

BUDGET AMENDMENT NO. DJS #4

Date Proposed 04/11/88  
Date Approved \_\_\_\_\_

1. PROPOSED BY Commissioner Kafoury

DEPARTMENT DJS DIVISION Sheriff/Corr. FUND General BUDGET PAGES C - 81

2. DESCRIPTION OF AMENDMENT

This amendment delays the creation of four (4) sergeants added to Corrections until October. Savings to General Fund Contingency is \$42,366.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	045	9120	7700	42,366	General Fund Contingency
100	020	3910	5100	(28,606)	Permanent
		3910	5500	(10,515)	Fringe
		3910	5550	( 3,245)	Insurance

EFFECT ON General FUND CONTINGENCY \$42,366

BUDGET AMENDMENT NO. DJS #5

Date Proposed 04/11/88

Date Approved \_\_\_\_\_

1. PROPOSED BY Commissioner Anderson

DEPARTMENT DJS DIVISION Sheriff/Corr. FUND General BUDGET PAGES C - 104

2. DESCRIPTION OF AMENDMENT

Cuts a Staff Assistant position located "Ongoing BIT Programs" (Org 4130) as of December 31, 1988. This cuts a total of \$23,460 and adds the same to General Fund Contingency.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL
Staff Assistant (Cut)	1.00	\$34,930	\$13,666	\$42,366

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	045	9120	7700	23,460	General Fund Contingency
100	020	4130	5100	16,863	Permanent
		4130	5500	4,264	Fringe
		4130	5550	2,333	Insurance

EFFECT ON General FUND CONTINGENCY \$23,460

BUDGET AMENDMENT NO. DJS #6

Date Proposed 04/11/88  
Date Approved \_\_\_\_\_

1. PROPOSED BY Commissioner Kafoury  
DEPARTMENT DJS DIVISION Sheriff/Corr. FUND General BUDGET PAGES C - 81

2. DESCRIPTION OF AMENDMENT

Reduces Overtime for Corrections Officers by \$200,000 and adds the same to General Fund Contingency.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	045	9120	7700	200,000	General Fund Contingency
100	020	3910	5100	(143,359)	Permanent
		3910	5500	( 52,699)	Fringe
		3910	5550	( 3,942)	Insurance

EFFECT ON General FUND CONTINGENCY \$200,000

BUDGET AMENDMENT NO. DJS #7

Date Proposed 04/14/88  
Date Approved \_\_\_\_\_

1. PROPOSED BY Commissioner Anderson

DEPARTMENT DJS DIVISION Admin. FUND General BUDGET PAGES G - 5

2. DESCRIPTION OF AMENDMENT

Adds \$100,000 to Women's Transition for contracted services.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	045	9120	7700	(100,000)	General Fund Contingency
100	020	2103	6110	100,000	Professional Services

EFFECT ON General FUND CONTINGENCY \$(100,000)

1. PROPOSED BY Commissioner Anderson

DEPARTMENT 'DJS DIVISION Admin. FUND General BUDGET PAGES G - 5

2. DESCRIPTION OF AMENDMENT

Deletes "Planner" in Women's Transition located in DJS Administration and places dollars in Professional Services for increased contract services.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	020	2103	5100	(25,975)	Permanent
			5500	( 6,561)	Fringe
			5550	( 3,355)	Insurance
100	020	2103	6110	35,891	Professional Services

EFFECT ON General FUND CONTINGENCY - 0 -

BUDGET AMENDMENT NO. NOND #1

Date Proposed 04/14/88  
Date Approved \_\_\_\_\_

1. PROPOSED BY Polly Casterline

DEPARTMENT NOND DIVISION BCC FUND General BUDGET PAGES F-36, F-39  
G-19

2. DESCRIPTION OF AMENDMENT

Appropriates \$600 to both the East Multnomah County Soil and Water Conservation District and West Multnomah County Soil and Water Conservation District.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	030	9320	6050	600	
100	030	9430	6050	600	
100	045	9120	7700	(1,200)	

EFFECT ON General FUND CONTINGENCY \$(1,200)

1. PROPOSED BY Pauline Anderson

DEPARTMENT NOND DIVISION BCC FUND General BUDGET PAGES F-5,7 G-19

2. DESCRIPTION OF AMENDMENT

Appropriates \$65,000 to Pass Through to the City of Portland to support two Annexation Specialists.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	050	9204	6050	65,000	
100	045	9120	7700	(65,000)	

EFFECT ON General FUND CONTINGENCY \$(65,000)

BUDGET AMENDMENT NO. NOND #3

Date Proposed 04/15/88  
Date Approved \_\_\_\_\_

1. PROPOSED BY Gladys McCoy

DEPARTMENT NOND DIVISION Chair FUND 100 BUDGET PAGES F-42, F-43  
G-19

2. DESCRIPTION OF AMENDMENT

Appropriates funds for Jefferson Street Light Rail.

3. PERSONNEL CHANGES

JOB TITLE	FTE	BASE	FRINGE	TOTAL

4. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

FUND	AGENCY	ORGANIZATION	OBJECT	INCREASE (DECREASE)	NOTES
100	050	9385	6050	45,975	
100	045	9120	7700	(45,975)	

EFFECT ON General FUND CONTINGENCY \$(45,975)

April 19, 1988

Board of County Commissioners  
Multnomah County Courthouse  
1021 S.W. 4th room 605  
Portland, Oregon 97204

Dear County Commissioners,

Enclosed is a letter that was sent to us by one of our mothers in support of the continued funding for the C.A.R.E.S. Program. Thank you for support of C.A.R.E.S..

Sincerely,



Emmy Lowe  
Program Manager  
(503)280-4943

EL:aai

Let me introduce myself. I am a mother of two sexually abused children, ages 7 & 8, the aggressor having been their father. A year ago March, my daughter told me what her father had done during his visitation time with them. We were residents of Deschutes County at the time. I notified my lawyer who in turn told me to notify the Child Psychologist we had used before and he could report it to Children Services, as my report would not be sufficient. The Psychologist notified them and two weeks later they called. The Children Services woman came out with a State Police Detective and interviewed my daughter. My daughter was terrified by these strangers. Two days later we went to Juvenile Court and obtained a restraining order against the father for the duration of the investigation. The children were then interviewed five times by the D.A.. Her conclusion was the children would not be able to hold up at the Grand Jury hearing much less in court under cross-examination. We would need to proceed to a Civil Court.

I tried to find a Psychologist that would work with the children and no one would until the proceedings were over. I did find a Psychologist at the County Mental Health that would see them one hour a week. The children went through over eight interviews about their sexual abuse, which only made them repress the traumas more and give them more nightmares, stomach aches, lack of concentration in their school work and worst of all an even lower self image.

I moved my family to the Portland area. My lawyer then directed me to the CARES UNIT. In the one session with the Professionals in the Unit, they accomplished everything and more than anyone in the eight months of trying. My daughter, who never would reveal the whole truth about her abuse, told them all and was able to unburden herself of her SECRET. They removed her worries of having been physically damaged and therefore removed the barriers she had to speaking the truth. They gave my daughter her first real chance to recover from her trauma and to be a happy little girl like she has always wanted to be.

Having tried and used every resource available to me in Deschutes County, had I stayed, my children would be back in the abusive situation. Being here in Portland I was able to avail my family to the only UNIT of its kind in the State of Oregon. It not only helped my children but hopefully will help them out of any more ordeals that our Legal System seems to deem necessary.

We need this UNIT in operation to help protect the rights of our children. It is a mothers only hope of breaking the sexual abuse chain, instead of hearing "With time the children will get over it."

Is that why we have so many child runaways, child drug and alcohol abuse, because the children will get over it with time?????

WIRELOCK® WIRE WILL NOT SCRATCH DESKS OR SNAG CLOTHING

Name Budget - 1988  
Book No. 2  
From 4/13/88  
To 4/19/88



**NOTE-PERFECT™**

**Steno**

**BOOK**

6" x 9"

80 sheets greentint paper

Gregg / narrow ruling

with center line

\* reorder #25-274

reorder #25-270



74319 25274

4/13/88 DHS

① Budget Presentation DHS -  
from Dept.

Comm. Mc - To order 1:35 pm.

req. to limit length of  
testimony because of # of  
requests to speak

DZ - present for comments & clarification

Dr. Stephen Bailey  
Dean Baay

40

to

Dr. Stephen Bailey - Teen Parent  
Project - objection to cut

Dr. Jan Baay - speaking on behalf  
of Emanuel Hospital CARES  
Program - written statement  
submitted. Req. \$7,000 to  
continue present service levels.



Ron Hearle - Pres. Artistes  
Children's Foundation -  
request for facilities, alterna-  
tive resources esp. in  
summer months. \$5000 req.  
for partial funding

# Dennis Frame - CARES Program  
support - ref. to Tobin letter.  
Barbara Butsch - in support of  
CARES program.

Grace Merchant > Intl. Refugee<sup>11</sup>  
Center > (written) handout.  
Req. for funding to continue  
program.

Long San Tse Chou - Intl. Refugee  
Center - 1

Mary Thompson Morrison Center  
Youth & Family Svcs. -  
Referrals from CARES unit.

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Linda Wright - in support of  
Morrison Center.

Warren Bolstad - Exec. Dir.  
Morrison Center. //

Pam Patten - Morrison Center  
Comments on MCC contract  
commitment. //

Bill Hale - Morrison Center Board  
Member - //

Muriel Goldman - Bd. Member  
Morrison Center //

Sharon McDonald - West Side  
Youth Service Center 35 |

Mike Houston - large spending for  
Exchange Club Parenting  
Center. reinstatement of \$12,000 30 //

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MURDES

Donna Sather - MC Health 10  
facilities esp. medical  
& dental for low income  
citizens.

Alice Gephart - <sup>on behalf of</sup> Mental Health 25  
West - Community Health  
Nurses.

Judith Green - SE Family 45!  
YMCA & <sup>Center East</sup> Youth Service  
Center.

Sally Veron - Victims of 40!  
Alcoholism & Addiction  
Opposed to shifting of \$ between  
programs.

Dr. - Kaporay Clarify  
WIS > PIO



Joanne Clasen - in support 50'  
of CARES.

Yvonne Lauderback - <sup>associated</sup> teen parenting 50'  
~~with~~ program

Lisa Starks - teen parent program 55'  
Learning w/ ~~infants & toddlers~~  
Toddlers.

Delanie Delamont - YOA & Coalition 05''  
of Community Health Clinics  
Spokesperson.

Cornetta Smith - Albina 25''  
Ministerial Alliance - Exec.  
Officer in support of teen  
parenting programs.

David Paradise - United Way 47'  
of Columbia/Dillamette Spokesman.  
re. DHS budget in general.  
esp. prevention & early  
intervention programs, & EBNC  
continuance

DZ 3 0 2 / 1981

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Doug Rogers - Snow Cap - re support  
of add'l EBNC proposals. 25'

Marilyn Miller - Portland 50'  
Impact Direct + member  
of EBNC - re add'l funds.

Recess - 5 min

Reconvenes 3:00 pm

16

Gloria Fluker - in support  
of AMA Teen Pregnancy Program 30'

Juice Rasenfeldt in support of  
Youth Parent Program 30'

Barbara Barnett in support of  
AMA Teen Parent Program 35'

Snatt Pruitt - WJAMA Parenting 05  
Program 11

Judy Becker / Community Health  
Council, Clatsop 50'  
11



Jude Schneider > Community Health Council client. 20'

GM Information Break  
4/19 Public Hearing 2pm  
4/25 7pm in Gresham

Virginia Snodgrass - representing Learning w/ Infants & Toddlers. 55'

Sharon Erickson, Teens Program Manager, also in support of HIT. 55'

John Lass w/ Teen Parent Program - Counseling Supervisor. 35'

Cecil Posey - in support of Portland Multnomah Commission on Aging in opposition to title 19 cuts. 30'

Hal Ogburn -

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Peggy Shearer - in support of  
teen parenting services.

48'

Teresa DeCamp - Reg. 87-88  
funding level for Retarded  
Citizens Program / Parents of Children  
with Developmental Disabilities

321'

Dawn Schneider - Mental Health  
Services - West Clinical Therapist

501'

Caroline Miller } attempt to  
explain infrastructure.

McCoy } how long can we go  
tonite Miller 5:30

Carterline 4:30

Anderson 7:00pm

Kafoury

Work session on DHS tomorrow

Andrea Solomon on behalf  
of NCTW Teen Parent Program  
& LIT

50



Judith Swanson - Mental Health 50'  
Services West on behalf  
of anti child abuse  
projects

Ann Larson - Mental Health 20'  
Services West Outreach  
Team & Shelter Program

Al Green (Citizen) in opposition 58'  
to DHS cuts overall esp. in  
Aids & HIV research & in  
support of Visiting Nurses Assn.

Jane - Dir. Mental Health 30'  
Services West.

Marge McCloud - Mental 10'  
Health Services West  
Clinical Director in  
support of Outreach &  
Shelter Program

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DHS # 11

Kathy Hammett - Dir. Wallace  
Center in support of Coalition  
of Community Mental Health  
Clinics

Corie McWilliams - Harry's  
Mother Program Director. 401  
In support of Crisis Hotline  
for teens. 11

Sue Shaw Asst. Dir. of Planned  
Parenthood of the Columbia-  
Willamette. In support of  
teen health clinic & in  
opposition to lack of  
initial citizen input to  
"restructure" of budget. 10

Ora Hart - Dir in support  
of Youth Gang Task  
Force 051

Jim Martin - CODA in  
opposition to B17 funded  
agency funding cuts. 50

W  
2% of 100 →  
of Repurchase ( )  
of 1000000  
in R/C - 1000000  
of 1000000  
2

Part  
Mid Co. Clinic  
DH #8 of B,  
Zur - 1000000  
10/1000000  
of 1000000  
of Res 1000000

McCm \$ 23,000

712,000 +

799,1

\$ 111,625 total

of 1000000  
1989/90 1000000  
of 1000000  
of 1000000

BIT (25,000) PA - 1000000  
with 1000000

DZ 80% of 1000000

1/2 BIT 1/2 Del. Inc. DZ is unexpended  
\$ 35,000

DW 1000000

DZ of 1000000

57%

of 1000000

High Priority

DW - 1000000  
of 1000000  
(\$ 35,000)

McCm DW - 1000000  
of 1000000

Carla Schoshiner <sup>advocate</sup> - Displaced 45,  
Homemakers programs &  
Albion Ministerial Alliance  
& C.A.R.E.S. Program.

Mike Baldwin <sup>W</sup> Bap & Girls 17'  
Aid Society & in opposition  
to reallocation of BIT funds

Suzanne Teal <sup>W</sup> - Roosevelt 45 35  
Teen health program 11

Trina Garver in support of 41  
NE Teen Parents Program. 1

Ann Mardall - Planning 15  
Director Bap & Girls Aid. 111  
in opposition to BIT reallocation.

Kristin Angell Director Mental 11/46  
Health Svcs. West



Jerry Wang, Exec. Dir.  
Mind & Power, Inc.  
in support of  
psychiatrically  
disabled & Mental  
Health Svcs. West &  
outreach services.

11/4/5

Ona Hart > read Proverbs.

Kafoorey > finish DIS  
work session & reached  
DHS.

NO - Play by ear

Casteline / Discussion  
of Budget Office function  
find \$ Spirit  
of compromise.  
Ed. look at Budget  
Strategies?



ME - after CBAC at 10am.

Adj 4:45

19

at the ...  
6-1-2006

A-Mans ...

Common ...  
B ...

H/Klinik ...  
DHS # 5 ...

m ...  
\$32,000 ...

K ...  
H/Klinik ...  
1-5 ...

4/14/88

Cont on 19

1. ... ) ...  
2. ... ) ...

3. ... ) ...  
4. ... ) ...

McCoy - CBAC at 10 - 1/2 ... + ...

John Cugell - ... DTS ... ) ...

... ) ... ) ... ) ... ) ...

... ) ... ) ... ) ... ) ...

... ) ... ) ... ) ... ) ...

FY 88/89 ... ) ... ) ... ) ... ) ...

... ) ... ) ... ) ... ) ...

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... ) ... ) ... ) ... ) ...

... ) ... ) ... ) ... ) ...

K. G. ...  
...  
...

McCom ...

DZ ...

... Pub Ret

... Code -

Off-to-h

19,920 W/P ...

10,080 ...

... 50 ...

... 5 ...

... Code ...

⇒

...

...

McCom ...

...

m - Pub info / Advoc.

DZ

... DHS / ...

DHS #4 ...

... IGR ...

... DHS ...

... (Spec 2)

... DG5 ...

DHS ... IGR ...

+ Advoc ...













CBAC-4-

Tape 20

20

George Muir - Chair

(1/2) M. Vol

W. W. W.

R. S.

Gene Camborn

Norm Monroe

— Petrie

Allen - H. Kellie(?)

Grant -

Presentor -

Larry McCabe

(6/2/6)

W. W. W.

W. W. W. DJ's

W. W. W. CBAC

W. W. W.

W. W. W. DJ's

W. W. W. DA/She/PT

W. W. W.

W. W. W. CBAC

W. W. W.

W. W. W.

W. W. W.

W. W. W.

App G (130) m - 1/2  
m - 1/2 re 2 pres. G - 1/2  
1/2 re 1/2. 1/2 / G re -  
Testing 1/2 x

1/2 of re D2 - 1/2 re 1/2  
G. 1/2, 1/2 1/2 BIT G - matrix  
mu

PA m/center d n  
C. V. re CSDM 3 L (R)

1/2 C. of V (2nd Testing Pres -  
1/2) V. (CSD. 1/2 V. 1/2 G 2  
1/2 P. 1/2 re 1/2 (1/2 P  
1/2 P. 1/2 CSD 1/2

1/2 re 1/2 P.  
C. 1/2 P. CSDM m - 1/2 P. 1/2 P  
1/2 1/2 P. 3rd 1/2 P. 1/2 P  
1/2

m - 1/2 P. PC - re G 1/2  
1/2, 1/2 P. 1/2 P. 1/2 P.  
1/2 P. 1/2 P. 1/2 P. 1/2 P.  
1/2 P. 1/2 P.











LA # 1026  
(tape 36)

Present  
4/19/88 - All  
DHS - Work Session

LA # 1027

D2 - (G Rec)  
6-6-88

Vicki re: 1027  
10/27

LA # 1028

6-6-88 (2 days)  
6-6-88 Co-wide N.  
v. P. v. alternatives

Vicki re: 1028 #  
(9/30-35) 10/28  
10/28

10/28 - 9/28  
(P.C.) 10/28  
10/28

Wed 9/28/88  
10/28

DHS #1 - PC  
Tansy Ragwort - m  
10/28 (mu  
C. 10/28  
10/28

Adj.

DHS #3 - BIT  
Incremental N. 10/28  
10/28

1000 x 1000  
7/10 - 2000 \* (2000)  
2000 x 2000  
1000 x 2000 (2000)

Amend

JA -  
me 2000 x 2000  
2000 x 2000  
2000 x 2000  
2000 x 2000  
2000 x 2000

(2000 x 2000)  
2000 x 2000  
2000 x 2000  
2000 x 2000  
2000 x 2000

JA - 9) 2000 x 2000  
2000 x 2000  
2000 x 2000  
2000 x 2000  
2000 x 2000

Haley Lieber -  
2000 x 2000  
2000 x 2000  
2000 x 2000  
2000 x 2000

PA (2000 x 2000)  
2000 x 2000  
2000 x 2000  
2000 x 2000

PC - 2000 x 2000  
2000 x 2000  
2000 x 2000  
2000 x 2000



1 to C. & Esq.  
5-640,000

Joni Bradley  
90% - Co.  
10% d. d. j. et.  
p. j. et.  
w/ - w/ C.  
three

9 9/16 2 1/2  
8 1/2 1/2  
1 1/2

PC - a - g.

Considered of - et  
69% w/ d. j.

HL - w - w - g.

76

PC - o / p / o / g.

Wayne Sulvo

21

Jo - h - k - w - e - l - l - i - o - n

(Tape 21)

R - P - o - p - o - l - l - e

h - u - r - e - s  
w - g - m - o - p  
s - e - n - d - e - s  
m - o - t - i - o - n - s  
p - h - i - d - e - s  
g - r - e - e - n - s

Joni Bradley -  
Family Service

Bob - med d  
p - r

2 1/2 1/2 1/2  
45 w - w - w - w - w  
w - w - w



no more money in air?  
(- yaf bl. on water  
- (60000) need of, no  
no (P) var of 100000  
9 bl. 6 - mis 200000  
dearer 2.5

any other McCab - 200  
1/10

PA 6 - need var much  
ly x  
2  
reilly - 2  
2 (1/2)

w/s - 200000  
(1/2) 2.5 - PA - 1/2, 1/2  
6 - 2.5 - 1/2

PA - 1/2, 2  
1/2 2/2

2 P of 6 - 1 - med 2 -  
(1/2) PB) 1/2 - 1/2  
) 2000 - 90000 #5) 1/2

2.5 - 2.5 - 2.5 - 2.5  
1/2 - 1/2 - 1/2 - 1/2  
1/2 - 1/2 - 1/2 - 1/2  
1/2 - 1/2 - 1/2 - 1/2





PA - 2/12/00 Starlet  
to 1/1/01 m. esp. v. sub.  
6 ems. 9 m. EA (m/mt)  
2/1/01 (m/2/01)

2/A 9/10/01 2/01  
1/1/01 \$125,000 1/0 75,000) v. v  
9) ems. to m. w/1/01 - 9.  
Columb. m. off. v. 1/01.  
as 1/1/01 # 2/1/01  
1/1/01 v. v. v. v. v. v.  
1/1/01 + 3/1/01 (1/1/01  
class - 1/1/01) - m. p. v. v.  
one 1/1/01. 1/1/01 2/1/01  
1/1/01 2/1/01 class (- 1/1/01) v. v.  
1/1/01 42,000 v. v. v. v.  
1/1/01 1/1/01 v. v. v.  
1/1/01 1/1/01 PC - 1/1/01  
1/1/01 1/1/01 Elect 2  
1/1/01)

2/1/01 Yes -

me em - 1/1/01 v. v.  
1/1/01 v. v. v. v. PC - 1/1/01  
1/1/01 1/1/01 1/1/01 \$50,000) v. v.  
1/1/01 1/1/01

L-

PC - H/Revd ltr  
May 1-

Susan Kasser -

2nd of Wyatt PA Elks ?

of 2-2-6

Public Day 1960

Elks - N. 6th

Elks - N. 6th

1960 - 1961

1961 - 1962

1962 - 1963

1963 - 1964

1964 - 1965

1965 - 1966

1966 - 1967

1967 - 1968

1968 - 1969

1969 - 1970

1970 - 1971

1971 - 1972

1972 - 1973

1973 - 1974

1974 - 1975

130

Received

Pub. Day -

1055



Public Hwy.

W. W. Hampton  
W. W. Hampton

Don Clark Central  
City, Concerns -

W. W. Hampton  
W. W. Hampton

and crime & threaten / on road  
PC (at) (at) (at) #066  
at (at) (at) (at) (at) (at) (at)

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Bygone  
Projects

1972 - by George O. C.

Katie Katterly  
read statement -  
see # 5 (4/14/88)

1972 - by George O. C.

see # 5 (4/14/88)  
1972 - by George O. C.

1972 - by George O. C.

Alternatives -  
see 5/10/84

1972 - by George O. C.

14% ...

1972 - by George O. C.

3 yrs 25% ...

1972 - by George O. C.

Orion Center - 30% ...

1972 - by George O. C.



Recovery - use  
(acupuncture) &

m - b - p

... P. (C... Eddie Collins -

... 3 ... (International) Private  
... Council, ...

... Susan Skud -  
... \$ 500

... Ptds ...  
... C/O

...  
(Tape 22)

Natl Council of ...  
Churches ...

... Ptd P. ...

Daily Jesse Lopez ...

... MC - PDA ...

... Dr. Charles Tracy  
... PSU -

... ① - Asst Dean Urban

... Affairs - Justice  
... + Dean -





Blair - h<sub>6</sub> -  
LA PNY -  
m  
Weds -

9/6 - 2 - h<sub>1</sub> -  
- 2% 60% C  
- 104 2 - C  
- 25 h<sub>1</sub> -

m - Cartographer -  
Wanda Wright  
Plan P P (h<sub>2</sub>) -  
1/2 - V. - 6 Cast -  
90 sat - G. -  
V. - 1 - 1 -

LC 3/4 E  
V. h<sub>1</sub> (h<sub>1</sub>)  
C 1000  
2h 2 h<sub>1</sub> 1/2  
P. 1/2 # -

1/2 P (h<sub>1</sub>) -

Bob Ellis (SP) # 0  
C 9/2 1/2

LA - 1/2 1/2 6/30

LC 1/2 1/2  
C 1/2 1/2

m 2, C B/E

C 1 - 1 1/2  
1/2 1/2

W/W 1/2 1/2  
1/2 - A & T. -  
6 (C 1/2 1/2)  
1/2 1/2 1/2  
1/2 1/2 1/2  
1/2 1/2 1/2  
1/2 1/2 1/2

1/2 1/2  
1/2 1/2  
1/2 1/2  
1/2 1/2  
1/2 1/2  
1/2 1/2



E of ... awarded ~~the~~ ~~Coys~~  
ACE award) Alex, be h...

Co. of ... BCC ...  
co. - Pull Cable ...

Assoc ...  
(Dany Ellis) BCC ...

Presb / Treat Council  
H ...  
C ...

re - ...  
) ...  
Access ...

) ( ... ) ...  
M - ...  
for ...

Julie - Comm ...  
rest coop ...  
m & MACE + ...

Cable Co - ...  
) ...  
E ... MRC ...  
) ...

LA ...

Pub Info Report PA

Leading @ CSO of  
dependency @  
delinquency  
H/Ozburn 93)  
youth gang unit

X- 10/2 1/2  
2/1 - 1/2

Zusky - 90

PA add \$32,000  
unit @  
Pub Info's office - 1/2  
FTE 1-6

X- 38,000  
1/2

D Warren - 1/2  
1/2

DZ 1/2  
Incumbent -  
\$38,000 (\$4,000)

1/2 re, cont.  
M- 1/2 (1/2)

PA - add Public  
Info office -

DW - re

McCu - cont is



cont. of 1/20  
2y, 1/21  
1/22

PA 2 4 c r  
r 2 2

can 4 CC  
1/23

m - OK

1/24  
1/25

zussy - yesterday  
1 1/2

1/26

Bergman  
1/27

PA - 1/28

1/29

cont. use 1/30

DA 2

1/31

ESD

1/32

1/33

zussy - 1/34

1/35

1/36

PA dependency unit

1/37

1/38, 1/39

1/40

1/41

1/42

zussy 1/43

1/44

1/45 (6/1)

1/46

1/47

1/48

1/49

Vack &  
Kerr etc

Lunch

✓) Cable

34

1:30 - Public Hrg.

no one invited  
to testify - <sup>present</sup> (all)

Julia Almellhek  
8-5 - Cable

3 G L  
Cable Access  
Cable Budget  
pres - on all 3

✓ Cable Access  
Programming  
Cable Reg -

Memo - 2/8/1  
Julia

Ptd office  
MRC Cable

↑

Lee Moore -  
CRC

Comm Lindberg 9

Alex Gumm  
Cable Access

✓  
- 2/2/8 -  
Reg - philor

Judith Sholmer -  
not present -

Reg Comm - 1  
G. J. Co. / 16

1/6/8 BCC

✓ 1/8/8 29.0

- tape 34 -

✓ Reg Comm -

1 copy

PA Ge C's

Concerned P's copy  
DAS/DJS  
note, N. 3%

SSD note  
9 of note  
Burnside  
Just of  
Cola

M - P - C  
3% 1/4  
9  
Ge of 1/2  
3%

\* 10 Warren ✓  
\* 1000  
Zusky 3% Cola  
9 1/4 of 1/2  
Cola in note

PA - 1/2  
4%

20 P  
2 1/2 of 1/2  
9 1/2 of 1/2

m - C  
Cola - 1/2  
d. 9 of 1/2

9 1/2 of 1/2  
9 1/2 of 1/2

Zusky - PA  
3% - Ge  
1/2 of 1/2

PA  
9 1/2 of 1/2

Cast 22) of appraisers - )

source -  
tax rule  
supra - )  
) appraised  
on  
ATT  
on 9-6  
2/1

resp 1/2

elections =  
7. re on  
274 hrs of cost of  
elect 9-7  
2) by Vickin  
4 69-6

signature

mail elections  
Pri Gen.

6. brother -  
- ) g  
2

of hrs  
Pri Gen

of 2 -  
elections

1/5  
class / comp  
ATTs

2

15.D. / d  
2  
6 70-1  
1 of cost  
1 h

W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
Co. [unclear]  
Co. [unclear]  
Co. [unclear]

W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
Co. [unclear]  
Co. [unclear]  
Co. [unclear]

Mid Co. Clinic  
[unclear]

W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
Co. [unclear]  
Co. [unclear]  
Co. [unclear]

W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
Co. [unclear]  
Co. [unclear]  
Co. [unclear]

W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
Co. [unclear]  
Co. [unclear]  
Co. [unclear]

W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
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Co. [unclear]  
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W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
Co. [unclear]  
Co. [unclear]  
Co. [unclear]

W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
Co. [unclear]  
Co. [unclear]  
Co. [unclear]

Page 23

W. Warner - 1.  
for [unclear]  
Contractors & [unclear]  
Co. [unclear]  
Co. [unclear]  
Co. [unclear]

23

George  
M. effect  
diff - in  
research

review  
Hornby  
on  
- 2/2

writing  
rev) of appras

of appras  
indicators

2) 6 2

pg

gaps

Hornby  
B&E

Co. v. Y

- effectively 2nd ed)

Wanda

Bobellio

9 (6 re  
f

of Co

ee = 6  
M/E

Mill cost  
unrest. Y

to walked  
- no

$\sqrt{V} = C$

of v

Boyle - 20  
Co -  
ce -

2 N - AAT

1000), Cost of B. Davis -  
10000, 9000. Hand mg in  
10000 of C. G. 10000  
10000 of D. V. 10000  
10000 of E. W. 10000  
10000 of F. X. 10000  
10000 of G. Y. 10000  
10000 of H. Z. 10000

10000 of J. A. \* Add  
10000 of K. B. \* Add  
10000 of L. C. \* Add  
10000 of M. D. \* Add  
10000 of N. E. \* Add  
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10000 of V. M. \* Add  
10000 of W. N. \* Add  
10000 of X. O. \* Add  
10000 of Y. P. \* Add  
10000 of Z. Q. \* Add

\* Food ) youth Center  
72,000 PC Cuts -

K- 5,000 ) \* P.C. - mg of  
children 2 = 10000  
program

\* 100,000 ) EB Needs + ( mg of  
+ 70,000 6% 900000  
250,000 2% 50000  
80,000 ) mg 1-90000  
mg out of (100000

McCoy - ) Gumbo





tip Gen

LA. BGE -  
y cot 2

Chatting & corresp

Quantifio  
H H

un - y

Qu - 6  
h vol un

Le - 2  
10 x 10 = 10

W 6 - 2

M - 10000

2 2

V 2, 10

E 2 -

ATT 1) 20

1 1 1 1

Comm unrest

2 2) 6

proven

V treasury

deg 6

of ATT / BGE

slur v

parameter 9

ATT / E 2

1 - 1000

position =

H 6 c

6. map

2 2

2 cartographer

1 8

2 1000

V UPet

14 6.

4 1 -

1 - restored to

of V (rest)



Que

Poloc  
Risk

an/a

W  
W O U P P

re keep  
R O W H

W  
C O C O  
P t r e n

Skills  
P r e s e n t

Mill = 600  
mission 9.9  
chud

lit  
mediato

an/a

of 2 =

puo 2 p  
phil (6)

small  
formula

A+T  
mill O Pat  
Ham

enormous

2 8 31

re 2  
2 2 6



Penetration  
cost  
external =

↳ 9 → 5  
er in P  
P → cost  
why not

cost per  
unit & prod.

cheaply

effectively

Class/cont

↳ 2x2n  
↳ rd

CO Counsel  
forfeiture

↳ r.

Risk -  
CO Co.

M - L R

↳ dumped





m/schrank - 1/2 y 1/2 yon - NARC  
G - r d l l e ) s s a u l l e  
p r e t - o f e a y - 2 u p e r  
f r o m l e p e u ) i . s i d e n t i  
f o p r o k e t e . o e r - v o y n d  
l e t l i e r e i

m. (a) h u p e . u . s . o . g  
a n . d o u g u ) o r z b e  
2 .

(Casteline out)

m/s 1/2) 3/2) 1/2)

2 . m - e - r o g m - d . f . - s o  
3 ) h e p l p l M i d a t p e r  
p - 2 . c l a t e

m - e g , r o r ( m - h d r i f i B  
p p ( e o u s o f l e n - o f p e d  
l i n e x

m - h d r i f i B  
l i n e . 4 ~~0~~

m/s - No - p - g  
e l o r i g -  
Narcotics - )  
Cy - e / NARC -  
L e a s d d a o d

m/s 400 / p d  
d . m a c h a n . v i  
d r ) p . - h  
p o r p e p i  
c a t e

$\sigma = \text{PM} / \text{elim}$   
4 -  $\sigma$

emp relations

Admin &

5 FTE =  $\sigma$  =  
no technical

4  $\sigma$

4 K Faculty

Central Stores & Warehouse

records

$\sigma$   $\rightarrow$   $\sigma$

1/2 Rec TL  $\sigma$   $\rightarrow$   $\sigma$   
FM.

✓ d Correspondence  
- FM

Cent  $\sigma$

$\sigma$   $\rightarrow$   $\sigma$  -  
record

1) Variable

2) PM.

3) TK Busse

And.  $\sigma$   $\rightarrow$   $\sigma$   
& Class/comp  
New  $\rightarrow$   $\sigma$   
class/  
 $\sigma$  equity

PI  $\sigma$



see (is)  
ply del

9-11  
reenter

2 gross  
L

w/ ( )  
4 PM costs.

Continuum

mid 90s  
T many

o/b by

it d of o

LA awards  
PLPFS  
out

so v  
w/

re y or  
C y 9L  
R y 9  
A 9L

me  
y  
unnecess

Edley  
o b r

m/s → 68 Jrc  
9) 1/2 e ka  
87 — more  
— 68 Jrc  
— 27

Adj.

4/15/88

m - 10/1/11. No  
No-3. 9/1

Present - all  
Cont. Tape #25

m/s No (a) su  
7 2/3 u more  
m - 10/1/11  
y - Rectilinear Vect  
L - 1) H. ) by  
8 1/2 e Jrc  
no - 10/1/11, 03

Paul Yarborough  
— 6. Budget Highlights  
#1  
Organizations p  
Ore Heat  
Est  
Water #1  
E/W Soil Cons. Unit

m/s ) su. 071  
— Rectilinear Vect  
C. 0/1/11. ~~10/1/11~~  
2 1/2 e Jrc  
0 Jrc

feet.  
{ 92 —  
C. 0/1/11  
for 1 Panel/Ptld/H  
down to see \$17,000  
) WAW9 WK station  
\$5,035

m - 10/1/11, 03

Acct Section name -

Sept 2020

Castore  
94-08

9090-08  
Cost of  
re work

ALG-6-  
squan  
6-08

LMFS - R

CA R/R 8/4  
P-08

R - P

7-6-2020  
Aug - 6-08  
P-2

R-08  
- R-08

P-08

re reports

Mill = Nittygritty

106 P/CO  
P-08

LMFS =

0 - rolling TP

15-20% U

14 =

1' or pop

15-20% P  
N) gener.

Expo Center / Co Fair 2 - 3 - 2 - 2  
G 6 2 Retire 1 ( - - - - )

Sam Phillip / sec -  
\$20,305

Land Use Plan  
\$3. ( S P ... )  
\$23,000 - \$4,000 }  
v 3 ), Gov. \$3,

Capital Imp - 15%  
v Expo set aside +  
Co. Fair 2 - Fair  
Expo Adv Comm - Comm

\$13,000 -  
v. c 3 ) - ( d -  
- PI 3 - of  
y S / Adv Comm 1 ( 20 ) v.  
S - P -

McCom \$104,000 only  
L -

Parks - re -  
v 1 ( 6 )  
\$500 life guard \$5.10

P/4 - of Expo Fund, re account +  
to do 1 - of Salmon Appraisal  
1 ( d 2013 Eng Dept  
) 2nd, 15% - of Parks. y -  
( a - 9 d - ) - of Blala 212,003  
2 y / Expo E.  
of 15% v ( y ) 2nd  
PC - state marine bed  
\$500,000 y 5 -

✓ = other -  
9/10 - two  
absent ✓  
✓ ✓ ✓ ✓  
✓ ✓ ✓ ✓  
✓ ✓ ✓ ✓

NO LPTS  
re - modular =

✓ ✓ ✓ ✓  
✓ ✓ ✓ ✓  
✓ ✓ ✓ ✓

2 & 4 =  
6 LPTS  
re ✓ ✓ ✓ ✓  
cost of ✓ ✓ ✓ ✓

stand ✓ ✓  
a of - ✓ ✓

usual  
✓ ✓ ✓ ✓  
per 2 part  
IN ✓ ✓ ✓ ✓

UN ✓ ✓ ✓ ✓  
cost of  
✓ ✓ ✓ ✓

re ✓ ✓ ✓ ✓

(1990 = ✓  
a ✓ ✓ ✓ ✓  
pool =  
✓ ✓ ✓ ✓  
✓ ✓ ✓ ✓

al drug  
0 - 7

P/4  
- 212,000

Receipt

Blondooes

Revenue net from

The Magnet

Blondooes - cont.

1/2 of 600,000

re - \$33,000

1/2 capital for

100 million

my re - cost of \$1.12

of value

1 - 600,000 Prioritizing Comm.

200,000 \$600,000

See/DAS/eta

To 100 of 100

on - 200,000

maybe \$1

1 - 600,000

1 - 600,000

1 - 600,000

(stage 26)

1 - 600,000

1 - 600,000

1 - 600,000

700/mgmt - 20

1 - 600,000

Revenue to DGS

1 - 600,000

Stones

1 - 600,000

1 - 600,000

Common New

1 - 600,000

1991

1991/92

9 deg  
Cay 66  
pe. 12.

pe-VA-6  
R

1 gen d-  
shech tool  
just of W.A.

14 W  
W

LA 7770  
com 777  
R 777

mil 9  
P1222

9) 767

Caster = LGFS  
N 2  
OL ORK

Tape 33

LA 7770  
6770  
A of 777

u-777  
6777  
777  
777  
777

producer for  
P.C. net  
spread 8.



17 - 1983  
moody (1)  
strat Ce.  
p r a r r  
2 by v u r r  
of leg

40% \ (Ce-  
Ce- p r e r r

rd = 45000  
u. strag  
Ce. p r o l e  
1 by 1  
2 by 2

ey of p r e r r  
n l e  
r p u r e r  
install  
100 of p r e r r  
r e r

by SP a  
out )  
W e a r

mill r y  
- ( r e r r  
a n d L

of r o  
g s = \$ 1 0  
v i s s o n i n  
c o v e l l .

f o c u s

- c r i t i c i s m  
9 n c o  
s p . p r  
C e r r -

p u p  
p e y t f .

→ e o r



Co 4 1/4  
plus restue  
Co 4-ee  
By Noble  
g-u  
strat Co  
4-10  
p. 3008

Purch 1000  
pl.

2 New Position  
- Co 4

2 position  
LGFS

Mill Strat Co  
supl  
Co 1000

LA 7/10  
SPC

By SP  
Co 2/2  
P= 1/2  
- P= 1/2  
SP  
1/2  
1/2

Co 1000

1000

Don Co / Moody  
Invest

1000

Tax Amt  
1000

1000

1000

1000

PA 1st part  
- 1st part  
2nd part

PA 1st part  
2nd part  
3rd part

PA 9th part, w/ (C...)  
1st part  
2nd part

PA 9th part, w/ (C...)  
1st part  
2nd part

McClay - 2nd part  
1st part

W/George  
1st part  
2nd part  
3rd part

George Cant. w/ 7/8<sup>00</sup>  
5-6<sup>00</sup>

Py B.  
Tom Denny - Fleet  
C. Ciccho - Parks

PA 1st part  
2nd part

Jane Berda - Comm. Dev.  
Larry Nicholas - Trans.  
Sueie Larson - Gen.

W/George - 1st part  
2nd part  
3rd part  
4th part

Bob Pearson - Gen.  
6th Roy B - 1st  
Clark Denny - Bridges  
Bob Mac Rae - acct.  
Mike Oswald - AC  
Sam Phillips - Expo  
Don Winkley - Gen.



Lorna Stichel - Plan m. R/way/way  
w George  
Craig Collins -

Paul Sunderland/Ext  
Sharon Caldwell - Budget PY 2  
Betsy Williams -

PY - C. EBAC Rep - L/Nicholas  
R/way/way  
C. E. - on

Miller -  
rd work w/state ?  
to

P/Y - M. R. Bennett  
M - (G)  
state Re  
right/ways -  
see C. Co. 190  
12, 900  
C. Co. 190  
C. Co. 190

me of) bno  
of (contn  
2500  
ey - stey

double of yr  
commit  
lack of by pro.  
P251 9e

13500 ee  
Year - ee  
18000 200  
or a  
cost - 6  
below

And 8062

top 7.6

Year 3e  
6-2 1985  
of yr

million  
L-

M3 3e  
M (4e)  
eval

eval  
reg instit.

Rec of  
2 - 9  
results

~~m~~ ... l b e e  
L/w r/s q u r/s/way -

Py - n r b e

m - yes but (i) ...  
r/s r/s ... r/s -  
r/s r/s

l b - ... McCoy - r/s/r/s  
... r/s  
... r/s

1. G. - G. r/s  
... r/s  
... PA - PA ) r/s

8 ... r/s  
... r/s  
... r/s  
... r/s

G. r/s  
... r/s  
... r/s  
... r/s

Py 2 G. r/s  
(... ) r/s  
McCoy - ... r/s  
... r/s

meiri  
ans

4-25-20  
/ / /

es. 4-20  
prior

4-24 priority

LA.  
me 18/1  
me 6-1=  
# 257 y 100  
os, children

elder

M Zeady-  
2 (1/6 cost)

work by an  
set of Elder  
on new  
low education

o r e r  
o

med o 2

me 3

plg  
work

LA.  
257 y

or # 1

el

le

Kay =

2 y

16 y =



420 next

WV  
P

LA 6 h - 50  
88 89

, FTE =  
miniscule by  
WV  
Rd 21.

all 100%  
h. l. → 2  
by 0 cost  
zero of  
P 200/1

zero 6 g  
- out  
- order  
by 100%

Mc NW do  
Network -  
100%

LA  
COI 70 -  
267.

actual P  
U 1 P

351 1 -  
2

100 h  
200 -  
P 100  
200  
611

Mc-man-focus  
4-2.



LA y) to  
y) any -  
to close  
to cost w/  
and out

26 - 6  
replied  
1 per week  
A work

Yes = M3) - y  
cast  
(A m r r o v)  
old - saw  
or 2 y 2 -

Fred Jones  
y P also  
consult:

R son  
r o r

6  
6 - \$ y v  
1 - 2 e e  
y - r

And see  
R 2 F T E  
1 city

ol - r dim  
( Ins

1 1/2 y P -  
M3 y  
we 2 see  
Prom.

ll -  
u M3

m - 26 July 9. C. C. (1). M. C. C.

Py - zoned by T-

Py ) 1978  
20. C. C. C. C.

m - 27 T / zoning

McClay - B. C. C. C.

Py -

m 26 9

George & ...  
9. ...  
11

Py - 9. ...  
11

m - 19 why ...

Py ...  
Counsel, m. ...

...  
1) ...

George ...  
...  
C. C. Realtor ...  
21 1968

McClay ...  
...  
C. C. ...  
...  
C. C. ...

NOTE of  
NW 2e 2r  
Lab 6r

yes = 0  
and 2 FTEs

LA e / of 6r  
The 2 =

user req.

no-costs

of 6r 6r

no of risk

2

of (a) - 1

LA) 2

1 2) 600

17

of 8r - 6r

2 - 9 2 6

8 centralized

6 - 6r

Cost = of

relat

of 6r

2 6r

6r

4 2 - 1P

2



L.A. / en  
org of  
DLA

Past  
we  
m

er go randomly  
—

LA 2WR  
R.M.

Org) org.

29 4 yr  
4 JCB  
C U Org  
—

3rd sect  
40

A) risk

mc 22-  
r

holding  
JCB  
b

use-in  
10

LA  
Cable) 14  
C 192

6 Jean  
Harre Web  
d



PI - GP)

266)

↳ tremendous

Ymc custom

eval p  
cup. o  
w/m

Freq - ev  
eval of y  
us, p  
only recon  
Rev. 1/1/1

2-3-4  
W/O  
drop L

L - ~~talk~~

20-

u of 2

2

Civil Rights

A-

W/P

evaluation-

9LC. e.

break

6-2-

9/10-1/1

9/10-1/1

10

n-



med

4 4 - 100  
12-11

ka med r  
→ e-l or

(SSE)

year - amic  
Jed L J  
r - touchnel

cont or  
emerg  
dec

I - ne 2-300%

coll

re myll

m - sp  
ord  
18-20  
of 1

mill - 700  
3 - 6 - 1  
L  
ELT =

9 spec  
---

✓ 2697  
on e-l

300% ↓  
w (up)  
if re  
w 4-

high  
med / council  
g ew co  
no ell g

2-10-  
180-200  
compl

add 5 1/2 kg  
1/2 B. r. 1/2 m  
1/2 3/4 - 25  
6 1/2, 20004  
- 2 -

PY - ) - 11 -  
me Co - 1 on kg -  
PY - 1 ad  
re. 600003

PA - h 1/2 x 2000 -  
1/2 2000

Tom Dunning - 1/2 m - 1/2 2000 - 1/2  
1/2 2000 (1/2 2000 1/2 2000 1/2 2000)  
1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000

1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000

PY - 1/2 2000 1/2 2000  
Dept. Budget -

1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000

PC - 1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000

1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000  
1/2 2000 1/2 2000 1/2 2000 1/2 2000

5000 L  
CO IN going

32011-  
65-6er

Aug. oval 42-  
ce (5000)

115)

1.6 20/CO

mill on

Kay / 6/yr  
W. afforger  
2-5

by -  
unip ce  
1 1/2 med

Tap 32

2 MARC-

mill 1/4  
u med

1 1/2 med  
CO 3 unip  
1/2

op bolded  
C Y

C amin  
control  
10/6

4-94 20



is discrimination  
eg N & G

advocating  
co-ops

Q & A =  
Jan Campbell

co-ops  
10/10/10

co-ops

P. Am. Le.

co-ops  
PDX / Pe

Viability

eg (N & G)

under  
(civil)

part -  
eg

measures

T switch

ppm  
ppm

eg  
C. Co.

influential  
- V -

eg  
eg

Kay = VHT?

1940 evaluation

eg

Blum = do-  
not - my

June Berde - @	June - 02, 9 10'
of J. m. & DHS	by 1/2, 2 1/2
of J. m. & DHS	1/2 - 1/2
K - J. m. & DHS	1/2 - 1/2
of J. m. & DHS	1/2 - 1/2
of J. m. & DHS	1/2 - 1/2

JB - No h r s	K - 0.6, 4.0
of J. m. & DHS	1/2 - 1/2
	B/Ther
	1/2 - 1/2

(tape 28)

P - 2.6	P4 - 2.6
and 1/2	OK.

K - 2.6, 3.7	K - 2.6, 3.7
of J. m. & DHS	1/4
of J. m. & DHS	P4 2.6, 3.7
of J. m. & DHS	(B/Ther)

Memorial also  
but a of  
2 in row  
of them  
of that  
of eval  
P eval  
july (in year

AIDS p.s  
July  
abilities  
on son  
of psychology  
edit  
year

of

Harrietteubman  
essay  
MARC 2  
Vol 63  
in divorce  
M.C.

of  
G. Jan Campbell  
of  
of  
MARC 9

(C)  
innovative  
civil motion

mediation  
Dr. J. L. us  
N. L.



Greg Gudger  
exec prod  
MARC

LG - two  
transition -  
Mr. S  
Challenges

6 = MARC =  
# of R - ) nu.  
phy rec of

or ce -  
credibility  
y. rec  
g. HR

own bure  
3 HR  
3 med r.  
PP MAR  
exe  
coord  
3 HR  
1 med r

Specialist  
bureau -

med -  
HR -  
coord -  
b

2 -  
w -

K - my of (6) Co  
sp/co/ private D  
(copy for 00.  
of of (6) of )  
a 2 m. non -

P4 se for sp -  
... ..  
... ..  
... ..

K - me, of (6) )  
... ..  
... ..

P4 - ... ..  
... ..  
... ..  
... ..

Borden (6) )  
... ..  
... .. 10%

portion of (6) EBNE  
... ..  
... .. 10%  
... ..  
... ..  
... ..

Recess @ 1:30  
4/15/88 (Budget cont.)

Pub. Prog. Cont #28  
Present all but  
McCoy - excused

Cathryn Solun  
2<sup>nd</sup>  
N 2 SE 17<sup>th</sup>  
EBAC -

... ..  
... ..  
... ..  
... ..  
... ..  
... ..

and 4/2  
P=CO22  
-so off

press  
country

self Hot matt  
p) U stars

for  
el-

ll 16  
metrol  
5 4-16 4 8  
10) 1/5  
- 6 e  
1 4

Cupt  
Lia

Kap  
sig l tea

Kathe

1-4 H ml  
K (f  
- - ovin  
e - l -  
e e - P e

smoked beer  
patel



Cast = a #2  
II

GPEVA

Selun =  
cunt

cor =

bet =  
w o e r

Cultural y-  
be -

h h i

c - h h i

h - h h i

Cast

o - gorge

GPEVA - OVA

r. p. o r

Sel / er

o o r y i

- o r

- o r m

PC / Ind er

o Visual

Retrogresso

Wick

o excit

h h e o

g o r

gorge

Sel / er

talk r

e - e r



Glin Capps  
32nd.  
UP to Ben Den  
or.

2 yr

4 yr / Regrets - 4 yr poor

.33 ) comp  
4 yr 6 yr

skills - math  
eng - 2 yr  
- new

not recognizing

4 yr - bench  
- 4 yr

Powell Vallen  
-

Emb -  
- 4 yr

Co Arts -

Rand

over m

architectural.

By -

EN - 4 yr

environment

Co - 4 yr

Bice Failing

Borden Hunted

1708 SW Hawthorne

5260 NE 74<sup>th</sup>

Vista Bridge Light

Cully Assoc -

Brigade - etc.

9 - 100, 71 (not for)

L do left

29 00 - 6

G 5 - 10 - 6

Res A

V/Bridge - the Corp

of 6, 100, 6, 100

& city V. squabbling

9. to 6, 100, 100

over of V. of 100

M warned to move

V/Bridge - 100

100 of 6, 100

100, 100, 100

100 - Cully 100

100, 100, 100

(100 100)

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

100, 100, 100

Cast 11m vco Capon  
y 1) 2) 3)  
m, E, tourist mcl 10,

③ 2 2 2 2 2 2  
1-1-1-1-1-1  
ee, o coe. 2/10  
reer nat 1/2  
endow) er.

Co o see r Sel 1/2  
DSS. 2  
M 1/2  
co

1/2 1/2 1/2  
1/2 1/2 1/2  
1/2 1/2 1/2

1/2 1/2 1/2  
1/2 1/2 1/2  
1/2 1/2 1/2  
1/2 1/2 1/2



200 ft  
dist: @ -

5 ft Vol.

1 - 6 ft  
1 - 2 ft  
m - 10  
7 ft

V. M. Y  
8 ft  
9 ft

20190  
MAC =  
14 = 1 -

②  
3 - 3  
ded vol  
7 - 2  
er 2  
ny

4 met  
20)

2nd  
gallery  
e - 10  
gallery  
3 ft  
V. M.

met  
pur  
W ft  
Portland

9 ft  
2 - 1

Cy - 500 - w/k  
1/2

Joe - Co Food  
13-1400

Joe Lucas

25823 NW Oak Island Rd.

West Co. Water Dist

2000 Request

Co. P Co. \$10,000

\$2,000 - for

yr (of year

\$70,000) Co. C

1/2

Co. Est. apr

Again \$42-43

Co. P of 9/9

you

to

2

PA - Jerry Blake

CSU - Y. Corp

Sturgeon Lake

7) HL Colet  
K 3 (Cust)

8,000 +

Brain Light cap.

13342 NW Newberry Rd.

Cons. Co. 20/2

Co (1974) Ore Ass

Cons. Bd. Area Tech.

Club/Wash/Mult Co's

12 b. Wash

for 2 - 1/2

8 - 1/2

\$2,000 - 1/2

(1) 2/2

2 - 1/2

6 - 1/2

6 - 1/2

Rec  
to P. L.

Selena Ottom.

By a p  
n. o. o. h.

② Re grant

re y p  
h e b

C

nest e prior.

Yer = rec

e prior.

rd nov.

ol

col =

to Z

Y. of 10-15

B. L. V. n.

rec of b.

to 2 n y.

lies

h/ded.

cast = p)

NE. ee

or b, n g

Clinic

Wooden  
suspended



work  
rely  
off

2  
3

Miller  
Nizell  
B. Gey

Miller  
rely  
no

Raster = 20  
on 6/20

John Hall  
Co.

DAS  
priority

Pa. not  
dealer

Paul M

3er = 2/8 priority  
G

supply of V.P.

22) →  
no

LP COV

AIT  
leg

Fin  
credit

priority  
acc 2/6

200)

44,000 for new machine

2) Ceiling

② 897 - NES <sup>George</sup> 2.0 FTE's

2) 2000 Craig - 275,000 (6)

2) 2000 2nd year

insurance + a mechanic

my of eye. New. 2nd year

Pres. Dr. - S. PA 2.5) \$10,000)

WK session

2) 6/12

\$80,062

2 WK session

\$10,500 per yr

C-46 -

W/George -

Craig Calkins - 13+ / 10

2) 2000 by



April 1988  
 S M T W T F S  
 1 2  
 3 4 5 6 7 8 9  
 10 11 12 13 14 15 16  
 17 18 19 20 21 22 23  
 24 25 26 27 28 29 30

# 18

EverReady® E717 by Keith Clark

PA Add  
 3600 D/S/wade  
 1400 each E/W  
 -----  
 2000

Cut \$264,940 Rev -  
 Glendover - (DC)

March 1988  
 S M T W T F S  
 1 2 3 4 5  
 6 7 8 9 10 11 12  
 13 14 15 16 17 18 19  
 20 21 22 23 24 25 26  
 27 28 29 30 31

May 1988  
 S M T W T F S  
 1 2 3 4 5 6 7  
 8 9 10 11 12 13 14  
 15 16 17 18 19 20 21  
 22 23 24 25 26 27 28  
 29 30 31

# 19

# Tuesday April 1988

7:00

7:30

8:00

8:30

9:00

9:30

10:00

10:30

11:00

11:30

12:00

1:00

1:30

2:00

2:30

3:00

3:30

4:00

4:30

5:00

PA - 2000 - 6 - 10 - 10000  
Bd in May 10

PA - 9 - 6 - 10000  
264 -

PC - 10,000 - 10000 - 10000  
- K-out -

Craig \$700 - PA 6 - 10000  
PA - 10000

\* 1400 - 9  
E + W / Soil  
PA Rec - 10000

\* Cut Recreat -  
264,940

PA - 10000 - 10000  
PA Center 6, 9, 10000  
260 -

PA - 2000 - Paul Sunderland  
10000 - 10000  
3 + 10,000 - 10000





fairness of V  
peper  
Soft

And = ol  
o y co - l  
of a y  
of a y

signature Verip  
Co -

Kenlypton

risk L co co  
y of P  
co -

y - add  
pe. n. r. o. o.  
y - n  
co -

Paul 29

W E miss

James Watt Co.  
Co - etc commill.

70 - 9.

James J.  
3134 NE 13th

Vol of  
W - 40

(L.A. de y)  
Paul - 1990  
Co - n y

add =  
V n y  
P o P o  
O n e y  
L o o  
of n e y  
e n f o r



LC to  
In her  
avoid  
crisis

tape 31

CPP to  
EmpRel.

31

Class/comp  
- 1/2  
- 1/2  
- 1/2  
- 1/2

rec  
or 2/2  
by 1/2  
- 1/2  
- 1/2  
- 1/2

Gen =  
P. n. a. v. i. e.

re or ATT  
e-

N.Y. of ISD  
C. P. of S.  
P.C. P. 11

Y. Y. of Y. B.  
realit P.

Kathy  
Vicki  
Jack Horner  
Car  
Martin  
Jim Munz  
Ken Upton  
Lloyd Kel  
Wanda Wright ART  
Jean Miller - P.

Dave Boy  
Susan Ayers  
Merrie Zaidy  
Julie Omel  
Lee Moore-Cable  
Alex Quinn  
Jack Schomer

Metro Arts Selena  
Cliz Adams

Greg.  
Tom Hessler

Budget -  
Mindy Feely

<sup>OBAC.</sup>  
Paul Eisen  
James Watt

4203 ee

03163  
open light

Jo = vt  
mission ✓  
read

mission  
custodial ( )  
Co ( )  
7. Resources

4- admin ce

3 org la  
Infrastr

int lry  
do lry om.

2 st.

strengthen Infrastr

on lry

4 = control A.

4 sh y B  
nek  
block

af. y

ce  
st.

at y

n - ry

recomen

do dds  
y lry  
jud y.

label  
to

sample

instagg

water  
m lry  
ce.

st. with  
st.

2. 1/2 of appends.

read to  $\sim 4h$   
9 -  $\sim$

mission  $\sqrt{\quad}$   
C5 -  $\sim$  root =  
 $\hat{e} \sim C_{\text{er}}$   
 $y_0 \sim \dots / (L$   
 $d \sim 30 \sim C_{\text{er}}$

#  $\sim$  goals.

1) 102  $\sim$  26  $\sim$   
 $\sim$  9A  $\sim$  22  $\sim$

$\sim$  0  $\sim$   
 $\sim$   $C_{\text{er}} - \hat{e}$

$\sim C_{\text{er}} = \dots$   
exempt  $\hat{e}$   
 $\sim C_{\text{er}} = 0 \sim$

$\sim C_{\text{er}} = \dots$   
Cost of  $\sim$  stat  
 $\sim C_{\text{er}} - U$   
discretionary.

$\sim$   $\mu - \mu \sim$   
infrastructure.

$\sim$   $\mu$   
alter root -  
 $\sim$   $\mu$ .

Kath/Buss  
 $\sim$   $\mu$  rec -  
to labor -  
 $\sim$   $\mu$   $\&$   
microfilm -

Mill Boy E.  
mc  
) CD3 7  
m-

LA 2000  
CBAC 200

2000  
2000  
Sugart / 4  
0 / 1

N DGS = 27.9

9 aer

8889 =

2 CBAC - )  
OT 2/2

MARC.

Paul-  
Eisenberg.  
5800

6 of CBAC  
) DGS-

3 in on con-  
4. 2 = 60  
prep / Jean

Miley / 4  
Christina / 14  
L

6 n 1 m - 6  
R / 2  
E. C. m-

rec. 4 / 4  
equip -

(7) Res.

Shift of 1 to  
of 1-

Chief cartographer  
(real or B.)

DP  
scattered to  
to to - 8  
Consolidated

entry  
- 11-

- 10-

Mill = Lab  
cartographer - 12  
- 11  
- 10 - 11

12  
Union

Chief cartog

LA restructuring

of  
of  
resources

des

mill  
-

W 2 0 / 4 centralised  
colony - ope. mid / 4th \*  
# 14 - 21. h - do co

→ quorum  
7 - 2 or 3  
kinds of pe. re  
(P (2-3) A  
0 - 1) 2  
2 of 2  
→ the n

0 P) 36 P  
2 4

→ (arguments =  
of - ) merits

he p. - n.  
9 e Valad

14 (6) cent  
o P the  
→ DTS

DW  
25%

Milcom  
up

60)

finance  
co

Q no 5

LAGE

Cartograph

pe. → 200g  
pe. → 1gimc.

1/2 bag = 200g  
quan. → 4  
gimc. & velvet  
→ 1/2 h b  
→ 200g reorg.

100g prior  
cart rec 2  
1/2 bag  
Cartogr.

N 0 / 0 2 -

E N 0 0 1

Melt →  
L (2ly - 4 -  
1 cartogr  
7h - 4 -  
- 4 100g  
\$ on rec  
2 pe  
P.

U<sub>h</sub> = h =

μ<sub>g</sub> / μ =

DP) role P<sub>d</sub> P<sub>c</sub>

1 → lab  
CO.  
- P. y =

8 risk  
8 N - 0 0 0

2 -

P.Y.

W  
Z  
P  
P.Y.

mid 2-20  
o c B  
here

6-8 9 col  
central ce  
)-3-

argu on  
o c B  
centralize  
or decentralize

4-6 col  
2-3-10  
E-0-7

LA. larg  
pe. 9-  
6-7

mid 10 col  
10 flex of  
10-10

of 00  
10/12=  
pe. 9-

4 pe. 10/4  
10/12  
pe.

10-10  
10/12  
4-5-10  
10-10

LA  
10/12 mus.  
pe. 10/12

