

ANNOTATED MINUTES

*Tuesday, November 30, 1993 - 8:30 AM
Lake House at Blue Lake Park
21160 NE Blue Lake Road
Troutdale, OR*

BOARD WORK SESSION

WS-1 *The Board of County Commissioners Will Meet to Discuss Board Relations and the Upcoming 1994-1995 Budget.*

AM SESSION ATTENDED BY BEVERLY STEIN, GARY HANSEN, SHARRON KELLEY, TANYA COLLIER, DAN SALTZMAN, MICHAEL SCHRUNK, ROBERT SKIPPER, GARY BLACKMER, LARRY AAB, GINNIE COOPER, BETSY WILLIAMS, HAROLD OGBURN, RAY ESPANA, BILL FARVER, DWAYNE McNANNAY, TAMARA HOLDEN, BILLI ODEGAARD, JIM McCONNELL AND NANCY McCARTHY. FACILITATOR CHARLES HOSFORD.

PM SESSION ATTENDED BY BEVERLY STEIN, GARY HANSEN, SHARRON KELLEY, TANYA COLLIER, DAN SALTZMAN, MICHAEL SCHRUNK, ROBERT SKIPPER, GARY BLACKMER, LARRY AAB, GINNIE COOPER, BETSY WILLIAMS, HAROLD OGBURN, RAY ESPANA, BILL FARVER, DWAYNE McNANNAY, TAMARA HOLDEN, BILLI ODEGAARD, JIM McCONNELL, NANCY McCARTHY, DAVID WARREN AND MEGANNE STEELE. FACILITATOR JOE HERTZBERG. PUBLIC HEARING FORUM ON BENCHMARKS TO BE SCHEDULED FOR THURSDAY EVENING, JANUARY 13, 1994. STAFF TO SCHEDULE PERFORMANCE MEASURE BRIEFINGS AND WORK SESSIONS FOR DECEMBER. NEXT RETREAT SCHEDULED FOR TUESDAY, JANUARY 18, 1994.

*Thursday, December 2, 1993 - 9:30 AM
Multnomah County Courthouse, Room 602*

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:31 a.m., with Vice-Chair Gary Hansen, Commissioners Sharron Kelley, Tanya Collier and Dan Saltzman present.

CHAIR STEIN ANNOUNCED THE APPOINTMENT OF LOLENZO POE AS THE DIRECTOR OF THE NEWLY ESTABLISHED CHILDREN AND FAMILIES SERVICES DIVISION. COMMENTS FROM CHAIR STEIN AND MR. POE.

The meeting was recessed at 9:36 a.m. and reconvened at 9:45 a.m.

CONSENT CALENDAR

UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-5) WAS UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

- C-1 *In the Matter of the Appointment of Luis Polanco, Citizen Representative; Debbie Lee, Mothers Against Drunk Drivers Representative; Jim Peterson, Treatment Agency Representative; Chocka Guiden, Youth Representative; Chuck Crist, Citizen Representative; and Ramon Herrera, Citizen Representative to the DUII Community Advisory Board, all Terms Expire November 30, 1995*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-2 *ORDER in the Matter of Conveying a Deed For Certain Real Property to the Public for Road Purposes [N.E. HALSEY STREET, ITEM NO. 171*

ORDER 93-377.

- C-3 *ORDER in the Matter of Conveying a Deed for Certain Real Property to the Public for Road Purposes [N.E. HALSEY STREET, ITEM NO. 93-172]*

ORDER 93-378.

- C-4 *ORDER in the Matter of Conveying a Deed for Certain Real Property to the Public for Road Purposes [N.E. 238TH DRIVE, ITEM NO. 93-173]*

ORDER 93-379.

- C-5 *ORDER in the Matter of Conveying a Deed for Certain Real Property to the Public for Road Purposes [N.E. CHERRY PARK ROAD, ITEM NO. 93-174]*

ORDER 93-380.

REGULAR AGENDA

SHERIFF'S OFFICE

- R-1 *Budget Modification MCSO #10 Requesting Authorization to Transfer \$36,543 from an Administrative Secretary Position to Fund a .25 Community Service Officer and a 1.0 Office Assistant 2 Positions within the Enforcement Division Budget*

COMMISSIONER KELLEY MOVED, SECONDED BY COMMISSIONER HANSEN, APPROVAL OF R-1. LARRY AAB EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

- R-2 *Budget Modification MCSO #11 Requesting Authorization to Transfer \$11,487 from Enforcement Overtime, Fringe and Insurance, to other Personal Services Line Items within the Sheriff's Budget to pay for the Cost to Reclassify a Sheriff's Operations Technician Supervisor to a Sheriff's Operations Administrator Effective 5/23/92; and an Operations Supervisor to a MCSO Office Operations Supervisor, Effective 7/1/93*

COMMISSIONER KELLEY MOVED, SECONDED BY COMMISSIONER HANSEN, APPROVAL OF R-2. LARRY AAB EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-3 *RESOLUTION in the Matter of Amending Resolution 91-90 and Related Trust Deed to Permit Assignment of Tax Foreclosed Property to N.E.C.D.C. and Extension of Construction Time Period*

COMMISSIONER SALTZMAN MOVED, SECONDED BY COMMISSIONER COLLIER, APPROVAL OF R-3. H.C. TUPPER EXPLANATION. COMMENTS IN SUPPORT BY PETER WILCOX AND VICE-CHAIR HANSEN. RESOLUTION 93-381 UNANIMOUSLY APPROVED.

- R-4 *RESOLUTION in the Matter of Selecting the 3A Alternative Alignment of the 207th Connector as the Preferred Alternative*

COMMISSIONER HANSEN MOVED, SECONDED BY COMMISSIONER KELLEY, APPROVAL OF R-4. ED PICKERING EXPLANATION. COMMENTS IN SUPPORT BY FAIRVIEW CITY ADMINISTRATOR MARILYN HOLSTROM. RESOLUTION 93-382 UNANIMOUSLY APPROVED.

PUBLIC CONTRACT REVIEW BOARD

(Recess as the Board of County Commissioners and Convene as the Public Contract Review Board)

- R-5 *ORDER in the Matter of Exempting from Public Bidding to Establish Contracts with the Attached Energy Resource/Vendors for the Low Income Energy Assistance Program (LIEAP)*

COMMISSIONER SALTZMAN MOVED, SECONDED BY COMMISSIONER KELLEY, APPROVAL OF R-5. CILLA MURRAY EXPLANATION AND RESPONSE TO BOARD QUESTIONS. ORDER 93-383 UNANIMOUSLY APPROVED.

(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)

NON-DEPARTMENTAL

- R-7 *First Reading of an ORDINANCE Amending Ordinance No. 767, in Order to Add, Delete and Revise Exempt Pay Ranges and to Remove the Pay Freeze on Employees with Annual Base Pay of \$60,000 and Above*

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED, SECONDED BY COMMISSIONER KELLEY, APPROVAL OF THE FIRST READING OF R-7. COMMISSIONER COLLIER PRESENTATION. TESTIMONY FROM JOHN WISH CONCERNING ITEMS R-7 AND R-6. COMMISSIONER COLLIER AND CURTIS SMITH RESPONSE TO QUESTIONS AND CONCERNS OF MR. WISH. MR. SMITH RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS. FIRST READING OF R-7 UNANIMOUSLY APPROVED. SECOND READING SCHEDULED FOR THURSDAY, DECEMBER 9, 1993.

- R-6 *First Reading of an ORDINANCE Relating to Pay Administration for Employees not Covered by Collective Bargaining Agreement and Repealing Ordinance Nos. 764 and No. 742*

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED, SECONDED BY COMMISSIONER KELLEY, APPROVAL OF THE FIRST READING OF R-6. COMMISSIONER COLLIER PRESENTATION. CURTIS SMITH RESPONSE TO BOARD QUESTIONS. FIRST READING UNANIMOUSLY APPROVED. SECOND READING SCHEDULED FOR THURSDAY, DECEMBER 9, 1993.

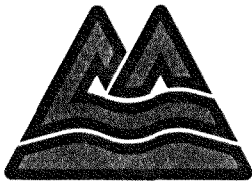
PUBLIC COMMENT

- R-8 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

There being no further business, the meeting was adjourned at 11:00 a.m.

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

By DEBORAH L. COLEMAN



MULTNOMAH COUNTY OREGON

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

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

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

NOVEMBER 29, 1993 - DECEMBER 3, 1993

Tuesday, November 30, 1993 - 8:30 AM - Work Session Page 2
Lake House at Blue Lake Park
21160 NE Blue Lake Road
Troutdale, OR

Thursday, December 2, 1993 - 9:30 AM - Regular Meeting. Page 2

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

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

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

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

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

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

Tuesday, November 30, 1993 - 8:30 AM

Lake House at Blue Lake Park
21160 NE Blue Lake Road
Troutdale, OR

BOARD WORK SESSION

WS-1 The Board of County Commissioners will Meet to Discuss Board Relations and the Upcoming 1994-1995 Budget. TIME REQUESTED 8:30 AM TO 4:30 PM.

Thursday, December 2, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

C-1 In the Matter of the Appointment of Luis Polanco, Citizen Representative; Debbie Lee, Mothers Against Drunk Drivers Representative; Jim Peterson, Treatment Agency Representative; Chocka Guiden, Youth Representative; Chuck Crist, Citizen Representative; and Ramon Herrera, Citizen Representative to the DUII Community Advisory Board, all Terms Expire November 30, 1995

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-2 ORDER in the Matter of Conveying a Deed For Certain Real Property to the Public for Road Purposes [N.E. HALSEY STREET, ITEM NO. 171]
- C-3 ORDER in the Matter of Conveying a Deed for Certain Real Property to the Public for Road Purposes [N.E. HALSEY STREET, ITEM NO. 93-172]
- C-4 ORDER in the Matter of Conveying a Deed for Certain Real Property to the Public for Road Purposes [N.E. 238TH DRIVE, ITEM NO. 93-173]
- C-5 ORDER in the Matter of Conveying a Deed for Certain Real Property to the Public for Road Purposes [N.E. CHERRY PARK ROAD, ITEM NO. 93-174]

REGULAR AGENDA

SHERIFF'S OFFICE

- R-1 Budget Modification MCSO #10 Requesting Authorization to Transfer \$36,543 from an Administrative Secretary Position to Fund a .25 Community Service Officer and a 1.0 Office Assistant 2 Positions within the Enforcement Division Budget

- R-2 Budget Modification MCSO #11 Requesting Authorization to Transfer \$11,487 from Enforcement Overtime, Fringe and Insurance, to other Personal Services Line Items within the Sheriff's Budget to pay for the Cost to Reclassify a Sheriff's Operations Technician Supervisor to a Sheriff's Operations Administrator Effective 5/23/92; and an Operations Supervisor to a MCSO Office Operations Supervisor, Effective 7/1/93

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-3 RESOLUTION in the Matter of Amending Resolution 91-90 and Related Trust Deed to Permit Assignment of Tax Foreclosed Property to N.E.C.D.C. and Extension of Construction Time Period
- R-4 RESOLUTION in the Matter of Selecting the 3A Alternative Alignment of the 207th Connector as the Preferred Alternative

PUBLIC CONTRACT REVIEW BOARD

(Recess as the Board of County Commissioners and Convene as the Public Contract Review Board)

- R-5 ORDER in the Matter of Exempting from Public Bidding to Establish Contracts with the Attached Energy Resource/Vendors for the Low Income Energy Assistance Program (LIEAP)

(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)

NON-DEPARTMENTAL

- R-6 First Reading of an ORDINANCE Relating to Pay Administration for Employees not Covered by Collective Bargaining Agreement and Repealing Ordinance Nos. 764 and No. 742
- R-7 First Reading of an ORDINANCE Amending Ordinance No. 767, in Order to Add, Delete and Revise Exempt Pay Ranges and to Remove the Pay Freeze on Employees with Annual Base Pay of \$60,000 and Above

PUBLIC COMMENT

- R-8 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

0267C.W51/39-41
cap

MEETING DATE: NOV 30 1993

AGENDA NO: WS-1

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: BOARD WORK SESSION

BOARD BRIEFING Date Requested: _____

Amount of Time Needed: _____

REGULAR MEETING: Date Requested: Tuesday November 30, 1993

Amount of Time Needed: 8:30-4:30

DEPARTMENT: Nondepartmental DIVISION: County Chair's Office

CONTACT: Chair Beverly Stein TELEPHONE #: X-3308
BLDG/ROOM #: 106/1410

PERSON(S) MAKING PRESENTATION: _____

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

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

The Board of County Commissioners will mee to discuss Board relations and the upcoming 1994-95 Budget

The meeting will take place from 8:30 AM to 4:30 PM Tuesday November 30, 1993 at the Lake House at Blue Lake Park, 20500 NE Marine Drive, Portland

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER: _____

CLERK OF
COUNTY COMMISSIONERS
MULTI-JURISDICTIONAL
OREGON
1993 NOV 22 AM 11:00

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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



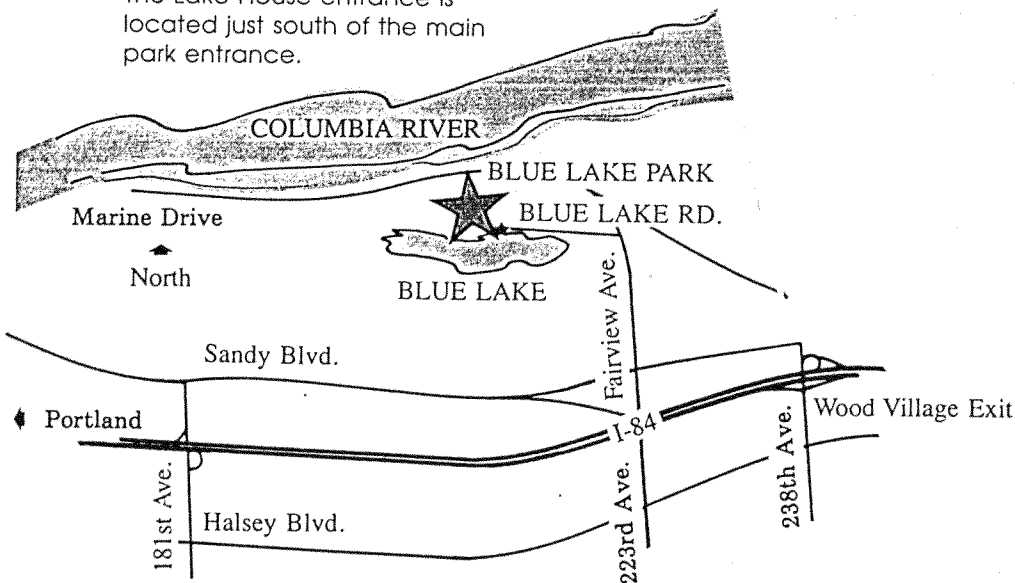
LAKE HOUSE

A COMMUNITY SERVICE OF MULTNOMAH COUNTY, OREGON

EASY TO GET TO, EASY TO ENJOY...

- By freeway, take I-84 (Banfield Freeway) to the Gresham/Fairview exit (#13) at 181st Avenue. Turn left onto 181st and travel north to Sandy Boulevard. Turn right (east) on Sandy and proceed to 223rd Avenue. Turn left (north) and proceed to Blue Lake Road.

- Blue Lake Road leads directly to the Blue Lake Park entrance. The Lake House entrance is located just south of the main park entrance.



Work Session
11-30-93
Agenda

TO: Board of County Commissioners
Elected Officials
Department Managers

FROM: Beverly Stein, Chair *hes*

SUBJECT: Retreat on Tuesday, November 30

DATE: November 26, 1993

Attached for your information is an agenda for our retreat on Tuesday, November 30, at Blue Lake. A map to the area is also provided.

Please come to the retreat prepared to cast your votes for a short list of "urgent" benchmarks for Multnomah County. The listing from which you will be asked to vote is in the attached package, "Developing Benchmarks for Multnomah County."

Thank you again. I look forward to seeing you Tuesday.

BOARD & MANAGER RETREAT

Blue Lake House
November 30, 1993

AGENDA

8:00	<i>Coffee and Treats at Blue Lake</i>	
8:30 - 12:00	Team Building	Charles Hosford
12:00 - 1:00	<i>Lunch at Blue Lake</i>	
1:00 - 1:30	Financial Forecast	Dave Warren
	1994-95 and Five Year Projection	
1:30 - 1:45	Benchmark Process Overview	Beverly Stein
1:45 -3:00	Selecting Urgent Benchmarks	Joe Hertzberg
	Discussion of Additional Benchmarks	
	Voting on top 10 benchmarks	
	Discussion of Results	
3:00 - 3:45	Budget Responsibilities, Process and Timetable	Dave Warren & Meganne Steele
3:45 - 4:30	Proposed Budget Policies	Dave Warren & Meganne Steele
	Percentage for Benchmarks	
	Incentives for Productivity Savings	
	Allocations for Infrastructure Maintenance & Repair	
	Use of One-time Revenues	
	Reserve Practices	

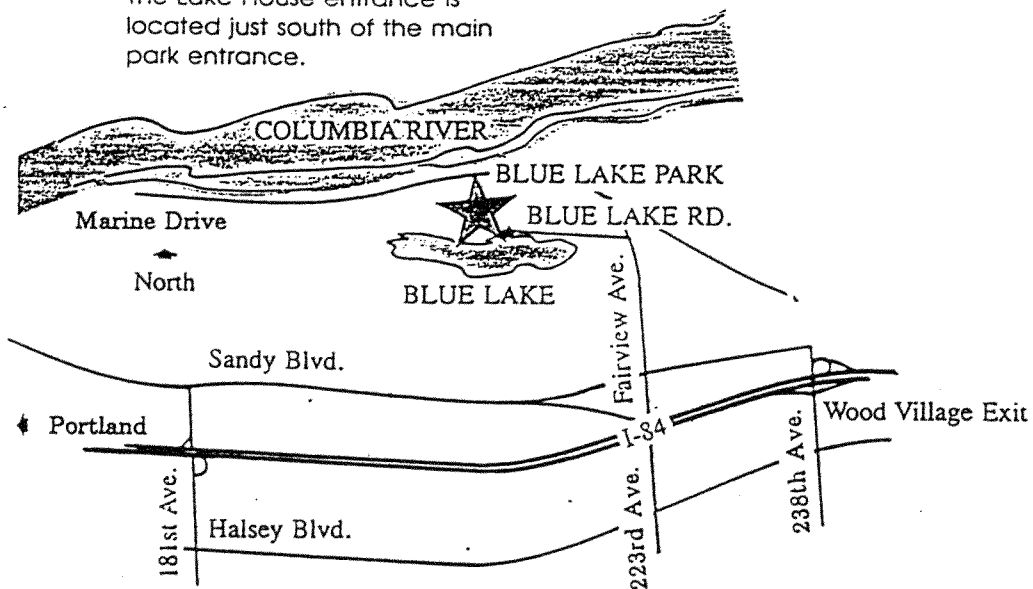


LAKE HOUSE

A COMMUNITY SERVICE OF MULTNOMAH COUNTY, OREGON

EASY TO GET TO, EASY TO ENJOY...

- By freeway, take I-84 (Banfield Freeway) to the Gresham/Fairview exit (#13) at 181st Avenue. Turn left onto 181st and travel north to Sandy Boulevard. Turn right (east) on Sandy and proceed to 223rd Avenue. Turn left (north) and proceed to Blue Lake Road.
- Blue Lake Road leads directly to the Blue Lake Park entrance. The Lake House entrance is located just south of the main park entrance.



GENERAL FUND PROJECTIONS

*Work Session
11-30-93
Handout #1
PM Session*

Our 'most likely' General Fund revenue projection for next year (1994-95) is \$167.3 million, a 4% increase over this year's adopted budget. That should be sufficient to continue all this year's programs at the current level. The increase in revenues will cover projected wage increases and settlements, and price inflation on materials, services, and capital goods. Enough money is expected to be left to continue contingency at \$1.25 million and set aside another \$1.56 million as reserves as was done this current year.

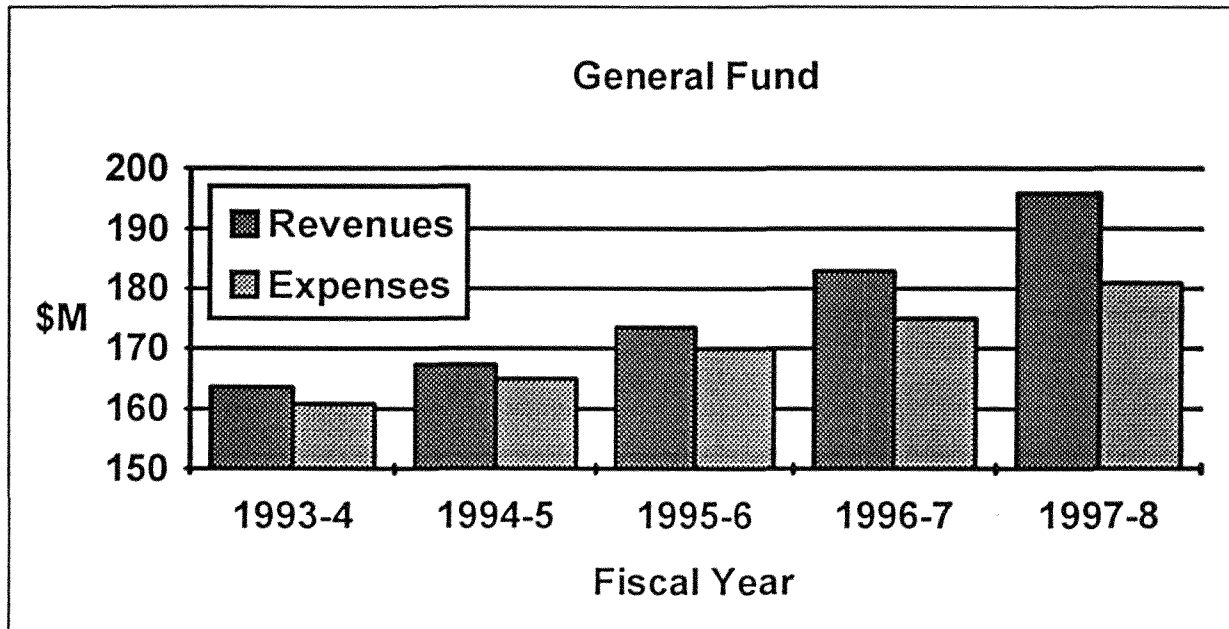


Figure 1. Revenues and current program expenses.

Major assumptions in the 'most likely' scenario are the property values increase 7% next year, and most other factors match the Oregon consumer price increases, with an element added for the expected increase in population. The forecasts assume continued State support and no diversion of cigarette taxes or liquor revenues.

Forecasts for 1995-96 through 1997-8 show revenues growing slightly faster than expenditures for current (1993-94) programs. This is largely due to the assumption that property tax revenues will grow faster than the cost of programs (inflation).

What is not covered in these figures is about \$7.1 million in potential new or upgraded programs. These include an allocation for funding new benchmark programs of \$3.3 million, a data processing shortfall of about \$0.5 million, \$1.75 million for capital improvement projects, \$0.4 million for parent/child centers and \$0.8 million for expanded training of employees. If these are to be funded out of 'most likely' revenues, current programs will have to receive reduced funding.

Our 'optimistic' revenue forecast is \$170.6 million, also not enough to cover the new or upgraded programs. The 'pessimistic' revenue estimates is \$166.1 million.

By 1996-97, in the 'most likely' scenario, the shortfall will be gone, and the following year we could see \$6 million that could fund new or expanded programs.

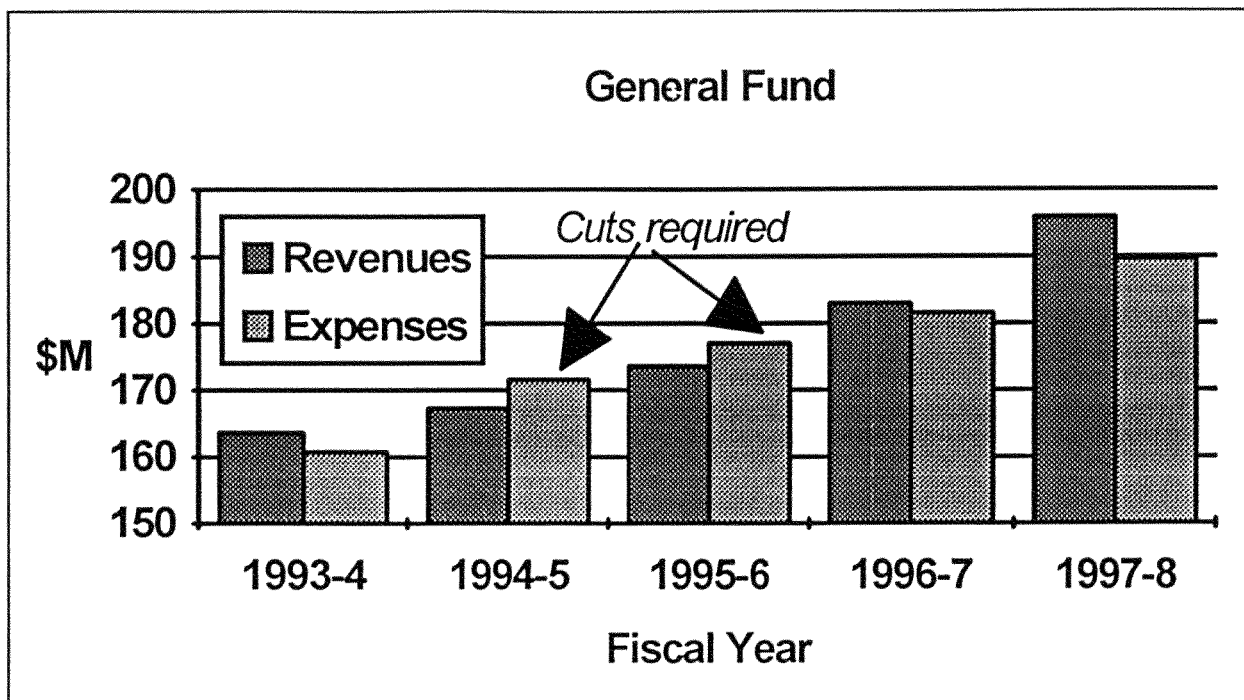


Figure 2. Adding new program expenses exceed revenues in 1994-5 and 1995-6.

The next session of the Legislature may cut revenues to counties. Figure 3 shows what a potential 20% cut would add to General Fund expenditures if the cuts to the Federal/State Fund were made up as General Fund cost transfers in 1994-95.

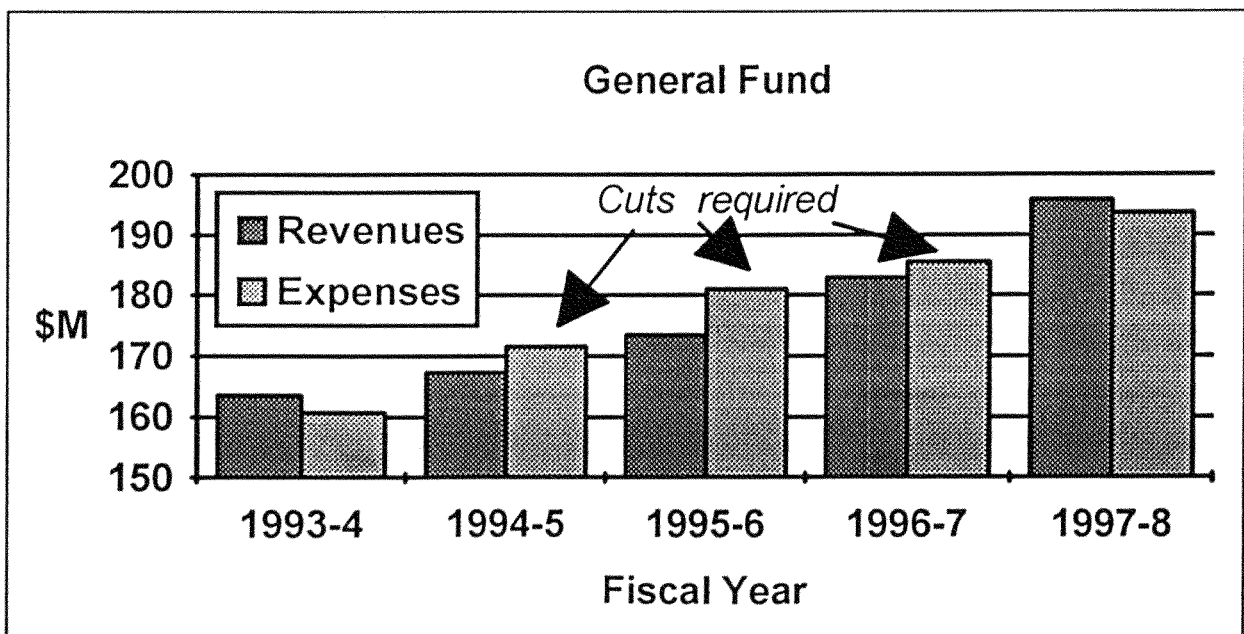


Figure 3. Most likely revenues compared to expenses, with General Fund replacing up to 20% State cuts.

Work Session
11-30-93
Handout #2
w/Attachments
A, B, C, D & E

Developing Benchmarks for Multnomah County

*materials to support discussion
at a Board/Manager Retreat
Tuesday, November 30, 1993*

Developing Benchmarks for Multnomah County

Table of Contents

Background

What is a Benchmark?

Where are We in the Process of Developing Benchmarks?

Criteria for Selecting Urgent Benchmarks

Multnomah County Government Underlying Values

Benchmarks Development : A Continuing Process

What do We Want to Accomplish November 30th?

How are Citizens Being Involved?

What is Happening with the Portland-Multnomah Progress Board ?

How do Community, County and Urgent Benchmarks Relate?

When Does the BCC Need to Finalize Urgent Benchmarks?

Can the Benchmarks be Changed Later?

How Will the Benchmarks be Used in the 1994-95 Budget?

Preliminary Selection of Urgent Benchmarks

Should additional benchmarks be added to the voting list?

What if we like the benchmark area but not the type of benchmark proposed?

Who can vote and How?

Background

What is a Benchmark?

Benchmarks are quantified targets for specific, quality of life conditions which we seek to realize in the future. The Oregon benchmarks set five year targets over the next twenty years in the areas of people, environment and economy.

Benchmarks generally relate to outcomes or results rather than input measures of effort. Ideally, benchmarks identify root causes and sources of problems and thereby clearly identify where efforts need to focus. The Oregon benchmarks in the area of health care are generally of this type. For example, "Percent of two year olds adequately immunized" and "Percentage of infants whose mothers did not use illicit drugs during pregnancy." By identifying a root cause of source of the problem, this type of benchmark provides a common focus for strategies to mitigate the problem. However, many benchmarks relate to the symptoms or indicators of problems. The Oregon benchmarks in the area of public safety are generally of this type. For example, " Index crimes per 1,000 population" indicates the scale of public safety problems. This type of benchmark is useful in identifying our common areas of societal concern and in providing a standard to assess our progress in solving the problems.

Unlike performance measures, benchmarks relate to outcomes which are beyond the responsibility and control of Multnomah County or any other single institution to achieve alone. Benchmarks thereby provide the basis for collaboration and partnerships between governmental, non-profit and private groups. This is a unique and significant feature of the benchmarks model: Benchmarks are a tool communities can use to change the way we identify our priorities and work together to solve problems.

Where Are We in the Process of Developing Benchmarks?

Members of the Board of County Commissioners, other elected officials and managers have met for two half-day retreats to work towards developing benchmarks for Multnomah county. At the first retreat on September 28, a set of about forty of the nearly three-hundred Oregon benchmarks were identified as being quite important to Multnomah County. These benchmarks are listed in an attachment to this report: "Important Benchmarks for Multnomah County".

Before the next retreat, participants were surveyed to assist in developing criteria for selecting urgent benchmarks, a statement of underlying values and a listing of areas where unique, local benchmarks were needed.

At the second retreat on October 25, the criteria for urgent benchmarks and the values statement were refined, the need for a written definition of benchmarks was identified, and possible additional benchmarks were discussed. It was agreed that benchmarks should be developed for all major areas of county services. It was agreed that the purpose of the next retreat should be to identify a short list of urgent benchmarks for Multnomah County.

Criteria for Selecting Urgent Benchmarks

A benchmark shall be given strong consideration as an "Urgent" benchmark for Multnomah County when:

It is consistent with the underlying values for Multnomah county government, as outlined in the following section;

It reflects root causes or sources of problems;

It encourages investment in preventative efforts which will provide a return on investment, even if it may take many years for that return to be realized;

Reliable measurement standards can be identified, even if the data is not available immediately; and / or

Data can be made available within the foreseeable future [say less than five years] even though investment in data collection or computer systems may be required.

Additional factors to consider in selecting urgent benchmarks include whether:

Multnomah County has directly related responsibilities;

Through collaboration, the opportunity exists to significantly contribute towards progress on a benchmark, although it is not a direct county responsibility;

Multnomah County has an opportunity to obtain grant funding or otherwise leverage resources to make significant progress towards a benchmark; or

An urgency or need for immediate action exists.

Multnomah County Government - Underlying Values

INTEGRITY: We strive to be honest and fair in all our dealings.

RESPONSIVENESS: As stewards of the public trust, we respect our citizens and work with them as partners. We are consistently open and accessible. Moreover, we actively seek opportunities to involve citizens meaningfully in decision -making.

VISION: We are guided by a vision of a community in which:

- people live without fear of their personal safety;
- basic health needs are met;
- the natural environment is valued and preserved;
- workers find well-paying jobs which fully-use their skills; and
- responsible business and industries flourish.

QUALITY OF SERVICE: We provide effective services by using limited resources wisely. Specifically, we emphasize integrated services, preventative approaches and innovation.

FISCAL RESPONSIBILITY: We recognize that we are spending other people's hard earned money. We manage carefully the funds entrusted to us.

ACCOUNTABILITY: We earn the respect of citizens by providing full information about our goals, our programs, and the standards by which we expect our performance to be evaluated.

TEAMWORK: We cooperate enthusiastically with one another, with other governmental units, and with the private sector because we believe this makes us all more effective.

DIVERSITY: We honor and celebrate differences as sources of strength.

RESPECT FOR EMPLOYEES: County employees are skilled and committed professionals. One important role of elected officials and senior managers is to provide employees with the support they need to do the best job they can.

Benchmarks Development : A Continuing Process

What do we Want to Accomplish November 30th?

Developing consensus for a short list of urgent benchmarks is the main objective of our benchmarks work on November 30. Each person should come to the retreat prepared to identify the ten benchmarks which they consider of most importance to Multnomah County. Of those ten benchmarks, each person will have opportunity to designate three she/he feel most passionately about.

It is recommended that everyone work from the "Matrix of Benchmarks by County Departments" document in this package to select the urgent benchmarks. However, please take time to also review the "Should additional benchmarks be added to the Voting List?" section in the third part of this document. There were some benchmarks suggested by County Commissioners and managers which were not, for various reasons, merged with the matrix listing. If anyone wants to cast one of their ten votes for a benchmark not already on the matrix, it will be added to the voting list by request at the retreat.

The urgent benchmarks selected on November 30 will be considered as *preliminary selections*. Due to the timing of the annual budget process, it is necessary to get some preliminary Board direction now to assist the Chair and managers as they begin preparing the Proposed Budget. Selection of the urgent benchmarks will be finalized after more extensive citizen involvement.

Similarly, the larger set of benchmarks for which the County has direct responsibility also will be finalized later.

How Are Citizens Being Involved?

Citizen involvement in developing County benchmarks and selecting urgent benchmarks will continue through mid-January. The C.I.C. is coordinating an effort which involves newsletter articles and multiple showings of a cable television show on benchmarks. Citizens can complete at-home ballots to vote on urgent benchmarks. This effort is directly targeted at the more than 6,000 people who have identified themselves to C.I.C. as being interested in the affairs of Multnomah County government.

What is Happening With The Portland-Multnomah County Progress Board?

The Portland-Multnomah County Progress Board is also continuing its citizen participation effort to develop community benchmarks. On December 15, an electronic voting session on community benchmarks will be held in Gresham. Invitations have been extended to all CBAC members, commissioners, elected officials, department managers and division-managers to attend these sessions if they were unable to make one of the previous five meetings. The Progress Board will continue to receive written comment until they meet to adopt community benchmarks on Thursday, January 6, 1994.

How do Community, County and Urgent Benchmarks Relate?

The Progress Board's "community benchmarks" will include many areas for which Multnomah county has no direct responsibility or control. However, the Progress Board will advocate that the County and other major institutions adopt the community benchmarks to express support for partnerships and other collaborative efforts towards these important community goals. It is expected that local and Oregon Progress Board staffs will work together to provide technical assistance in data collection, analysis and reporting for community benchmarks. Multnomah County will benefit from this support plus the availability of comparable data from other organizations if it uses the community benchmarks.

The benchmarks for which Multnomah County has directly related responsibilities may be called the "County" benchmarks. It appears that the draft County benchmarks are mostly a sub-set of the draft Community benchmarks. This year, there will be some benchmarks which the County adopts that are not in the Community. The two sets of benchmarks are expected to become increasingly similar over time.

"Urgent" benchmarks have been adopted at the State level and this terminology is being used to identify the most important Community as well as County benchmarks. It appears likely that every institution that adopts benchmarks will identify set of "urgent" benchmarks to communicate their priorities. This is an appropriate and critical step in connecting benchmarks with institutions.

When does the BCC Need to Finalize the Urgent Benchmarks?

On Tuesday, January 18, the Board of County Commissioners [BCC], elected officials and department managers will meet again in a retreat to finalize our benchmarks. The purpose of the retreat will be: 1) to review, amend and adopt the community benchmarks of the Portland-Multnomah Progress Board; 2) to reach consensus as to which of those benchmarks relate to direct responsibilities of the County; and 3) to review and finalize the selection of urgent benchmarks for Multnomah county.

The departments will already be in the process of preparing budget requests due to the Budget Office on February 22. They will need to get the finalized list of benchmarks as soon as possible after the retreat.

Can the Benchmarks be Changed Later?

Yes, the benchmarks can be changed. The benchmarks development process should not be viewed as a one-time or isolated event. The benchmarks will be continuously reviewed and refined in the coming years as we work with interested citizens, the Oregon Progress Board, the Portland-Multnomah Progress Board, County departments and contracted service providers to implement data collection, monitoring and reporting systems. There will need to be a annual, systematic review and revision of the benchmarks and the set of "urgent" benchmarks.

Developing a common vision, defining desired results[benchmarks], agreeing on strategies to achieve results , defining program and budget priorities, establishing performance measures and reporting on progress towards our desired results [benchmarks] are continual processes. The attached chart " Benchmarks: A Continuous Cycle" graphically represents the fluid, non-linear and yet inter-connected nature of these activities.

We need to accept that the benchmarks development process will be far from perfect this year. We can feel satisfied that an important first step is being taken. The benchmarks list will never be final. As we continue collecting and using data, we will continue improving the benchmarks.

How Will the Benchmarks be Used in the 1994-95 Budget?

Benchmarks are intended to be used as a tool for communicating the Board of County Commissioners priorities for the 1994-95 Budget. However, given the developmental nature of this work, we anticipate a need for on-going dialog with the BCC to develop consensus about how we can best work towards our benchmarks. Benchmarks which relate to problems with single causes, such as the lack of immunization, provide ample guidance to staff developing strategies and seeking to understand BCC priorities. However, benchmarks which relate to

complex problems with multiple causes will not alone provide policy guidance. We anticipate the need for in-depth work sessions with the BCC to flush-out policy and program priorities for the urgent benchmarks. If the proposed budget calendar is approved, these sessions would occur while the Chair is reviewing departmental requests and preparing her proposed budget for 1994-95.

For example, let's assume that an area of priority concern to the BCC is the rate of violent crime by juveniles. The proposed benchmark "Index crimes [by juveniles] per 1,000 population [of juveniles]" relates. There are many different, contributing causes to violent juvenile crime which could compete for priority funding: drug-use; gangs; poor conflict-resolution skills; carrying concealed weapons; lack of job-skills; etc. For each of these root causes of juvenile crime, a variety of reasonable program strategies and proposals could be developed. This area is so complex that, without further focus, the County's funding and organizational resources could be so fragmented new efforts make no difference. The Board needs to set priorities for alternative strategies.

The attached document "Matrix of Benchmarks by Type" represents a first effort to analyze the nature and usefulness of the draft County benchmarks. It designates benchmarks as one of three types: outcome measures related to the root causes of problems; outcome measures which are symptoms or indicators of problems; and input measures of effort. This will be refined in the coming weeks.

The concept of a budget policy to set-aside a percentage of funds for benchmarks programs will be separately proposed and discussed at the retreat. The State of Oregon was reportedly successful in generating cooperative inter-departmental proposals for benchmarks efforts by using an incentive of this type.

Benchmarks are developed from and also help to define our vision for the future. In the budget document, departmental vision and strategy statements will be presented to reflect the full set of County Benchmarks while placing particular emphasis on our urgent benchmarks. Key partnerships needed to implement strategies and accomplish the vision will also be identified. Benchmarks will also be reported in the budget document in the "major program areas" sections and in departmental performance trends as appropriate.

Action plans for divisions or program groups will also reflect the BCC priorities communicated through the benchmarks development process as well as other discussions.

Preliminary Selection of Urgent Benchmarks

Should Additional Benchmarks be Added to the Voting List?

At the retreat, anyone may suggest that a benchmark(s) be added to the voting list. It is suggested that additions be made at this time only for benchmarks which will receive at least one vote. Additional benchmarks may be added before the final selection of county and urgent benchmarks on January 18. So, if the benchmark is suggested as for the "County" list but not the "Urgent" list, please defer discussion for now.

For your information, the following is a summary of suggestions recently offered for new or amended benchmarks. The staff comments explain why some changes were not made. Again, please remember that we expect this to be an on-going process of discussion and refinement. Please feel welcome to offer reactions to these ideas at the retreat or after.

Benchmarks Added:

Tax Foreclosures - number of tax foreclosures per 1,000 homes [owner occupied v. rental]

Weapons permits - number of concealed weapons permits issued per 1,000 population [by male / female]

Weapons seized in schools - number of weapons seized in public schools [by high school or below]

Libraries - Percentage of children who have library cards and have used them within the last six months. [by selected grades - 1st, 6th and 11th]

Adult Literacy - Percentage of adults with english literacy skills [detailed by prose literacy, document literacy, and quantitative literacy]

Benchmarks Modified:

Diversion Programs - percentage of diverted offenders who commit any offense within one year after completing the diversion program. [by juveniles and adults]

Recidivism - percentage of felons who commit new felonies within three years of re-entry into the community. [by juveniles and adults]

Benchmark Area Suggested but No Specific Benchmark Developed Yet:

Transportation

Diversity of Workforce

Diversity in Volunteer Pool

Demonstration of Cultural Competence

Amend many benchmarks to provide breakdown for developmentally disabled and mentally ill persons so that we track whether those groups are also being assisted to reach the same quality of life standards

Relationship between the general fund, other funds and service levels

Benchmarks not Included Because They Appear to Be Performance Measures

Land use - track the backlog of enforcement cases
 - number of County Commissioner decisions over-turned

A & T - performance measures on foreclosure
 -Number of successful appeals of property assessment in
 district most recently physically appraised by A & T.
 - survey the percent of taxpayers who understand their property
 taxes and the appeals process
 - percent of Board of Equalization appeals altered by DOR

Animal Control - number of service complaints
 - number of animals picked up which are not licensed

Benchmark Not Added Because It Appeared to Relate Only to State Law:

A & T - track assessed values of blocks containing properties transferred to
non- profits

Benchmarks Not Added Because They were Already Included:

Child abuse

Domestic violence [spousal abuse]

What if We Like the Benchmark Area but Not the Benchmark as Proposed?

Please voice any concerns you have of this type before voting at the retreat. We will discuss the concept and get it written on a flip chart so that people can consider it when voting. The detailed reworking of the benchmarks will be done before January 18th.

Who can Vote and How?

All retreat participants may vote but the votes of managers and elected officials will be considered separately as advisory to the Board of County Commissioners. Sets of different colored sticky dots will be distributed to individuals in these three groups. Each person will get ten dots; three of those dots will have a smaller dot on top to designate that it is a "passionate" vote. After discussion about the need to add or amend the voting list, people will vote with their own stickers. There will then be a general discussion of the voting pattern.

Please keep in mind that a short list of focused priorities is needed for this process to be useful in setting priorities.

Attachments:

- A. Matrix of Benchmarks by County Departments
- B. Matrix of Benchmarks by Type
- C. Benchmarks : A Continuous Cycle
- D. Important Benchmarks for Multnomah county
- E. Draft Portland/ Multnomah County Progress Board Benchmarks

bev1126

11/24	MATRIX OF BENCHMARKS BY COUNTY DEPARTMENTS									
Proposed Benchmarks	County Departments With Related Responsibilities									
	CHILDREN & FAMILIES	HEALTH	AGING	JUVENILE JUSTICE	MC SO	D C C	D A	D E S	LIBRARY	OTHER

Teen pregnancy - Pregnancy rate per 1,000 females ages 10 - 17 [by ethnicity]	✓	✓		✓						
Prenatal Care - Percentage of babies whose mothers received adequate prenatal care beginning in the first trimester.	✓	✓		✓						
Drug -free babies - Percentage of infants whose mothers did not use illicit drugs, alcohol or tobacco during pregnancy.	✓	✓		✓						
Immunization - Percent of two year olds adequately immunized.	✓	✓		✓						
Health Care Access - Percentage of population with economic access to health care [by ethnicity]	✓	✓	✓							
Teenagers' Sexually transmitted diseases - rate per 1,000 population ages 10 - 19.	✓	✓		✓						
HIV and AIDS - annual percentage/ number of HIV cases with an early diagnosis.	✓	✓		✓						
Sexually transmitted disease - rate for adults 20 to 44 years old.	✓	✓								

11/24	MATRIX OF BENCHMARKS BY COUNTY DEPARTMENTS									
Proposed Benchmarks	County Departments With Related Responsibilities									
	CHILDREN & FAMILIES	HEALTH	AGING	JUVENILE JUSTICE	MCSO	D C C	D A	D E S	LIBRARY	OTHER

TB - incidence of tuberculosis per 1,000 population	✓	✓		✓						
Hepatitis - Incidence of hepatitis B per 1,000 population.	✓	✓		✓						
Care of elderly -Percentage of elderly living independently or with adequate support.		✓	✓							
Elder abuse - rate per 1,000 in elderly population.	✓	✓	✓							
Mental Health Care Access - Percentage of population with access to public or private treatment for mental or emotional problems [by children or adults]	✓	✓	✓	✓	✓	✓	✓			
Mental illness - Percentage living in housing of their choice with adequate support.	✓	✓	✓	✓						
Developmental Disabilities - Percentage living in community housing of their choice with adequate support.	✓	✓	✓	✓						
Physical Disabilities - Percentage living independently with adequate support.	✓	✓	✓	✓						
Homelessness - Number of citizens who were homeless at some time in the last year.	✓	✓	✓	✓						

11/24	MATRIX OF BENCHMARKS BY COUNTY DEPARTMENTS									
Proposed Benchmarks	County Departments With Related Responsibilities									
	CHILDREN & FAMILIES	HEALTH	AGING	JUVENILE JUSTICE	MCSO	D C C	D A	D E S	LIBRARY	OTHER

Housing - percentage of home owners and renters below median income spending less than 30 percent of their household income on housing and utilities.[by ethnicity]	✓		✓							
Tax Foreclosures - Number of tax foreclosures per 1,000 homes. [by owner occupied v. rental]	✓	✓	✓						✓	
Child Care Quality - percentage of child care facilities which meet established basic standards.	✓	✓								
Child Care Availability - no. of identified child care slots available for every 100 children under age 13.	✓									
Child Abuse - Number of children abused or neglected per 1,000 persons under 18. [by ethnicity]	✓	✓		✓	✓	✓	✓			
Spousal abuse - domestic violence calls per 1,000 households.	✓	✓	✓	✓	✓	✓	✓			
Kindergarten Readiness - Percentage of children entering kindergarten meeting specific developmental standards for their age.	✓	✓		✓					✓	

11/24	MATRIX OF BENCHMARKS BY COUNTY DEPARTMENTS									
Proposed Benchmarks	County Departments With Related Responsibilities									
	CHILDREN & FAMILIES	HEALTH	AGING	JUVENILE JUSTICE	MCSO	D C C	D A	D E S	LIBRARY	OTHER

Student Alcohol Use - Percentage of students free of involvement with alcohol in the previous month. [at 8th & 11th grades]	✓	✓		✓	✓	✓	✓			
Student Drug Use - Percentage of students free of involvement with illicit drugs in the previous month. [at 8th & 11th grades]	✓	✓		✓	✓	✓	✓			
Adult Drug abuse -Percentage of adults who use illegal drugs.	✓	✓	✓		✓	✓	✓			
Drug Treatment - percentage of people seeking alcohol or drug treatment who receive it.	✓	✓	✓	✓	✓	✓	✓			
Hate crimes - per 1,000 population.	✓	✓	✓	✓	✓	✓	✓			
Sense of Safety - percentage of citizens who feel safe and secure from crime.	✓		✓	✓	✓	✓	✓			
Public safety - Index crimes per 1,000 population. [by juveniles and adults]				✓	✓	✓	✓			
Public safety - Other crimes per 1,000 population. [by juveniles and adults]				✓	✓	✓	✓			
Juvenile Crime - Juvenile arrests per 1,000 juveniles per year.	✓	✓	✓	✓	✓		✓			

11/24	MATRIX OF BENCHMARKS BY COUNTY DEPARTMENTS									
Proposed Benchmarks	County Departments With Related Responsibilities									
	CHILDREN & FAMILIES	HEALTH	AGING	JUVENILE JUSTICE	MCSO	D C C	D A	D E S	LIBRARY	OTHER

Firearm Injuries - firearm injury rate per 1,000 population.	✓	✓	✓	✓	✓	✓	✓			
Weapons Permits - number of concealed weapons permits issued per 1,000 population [by male /female]				✓	✓	✓	✓			
Weapons Seized in Schools - number of weapons seized in public schools [by high school or below]				✓	✓	✓	✓			
Diversion Programs - percentage of diverted offenders who commit any offense within one year after completing the diversion program. [by juveniles and adults]	✓	✓		✓	✓	✓	✓			
Recidivism - Percentage of felons who commit new felonies within three years of re-entry into the community. [by juveniles and adults]	✓			✓	✓	✓	✓			
Drugs & Crime -rate of arrestees who have one or more drugs in their system at time of arrest.	✓	✓		✓	✓	✓	✓			
Offender drug treatment - percentage of offenders needing drug and alcohol treatment who receive it.	✓	✓		✓	✓	✓	✓			

11/24	MATRIX OF BENCHMARKS BY COUNTY DEPARTMENTS									
Proposed Benchmarks	County Departments With Related Responsibilities									
	CHILDREN & FAMILIES	HEALTH	AGING	JUVENILE JUSTICE	MCSO	D C C	D A	D E S	LIBRARY	OTHER

Community Policing - No. of communities involved in a community-based strategic plan for law enforcement.	✓			✓						
Victimization rates: homicides. [by ethnicity]			✓	✓						
Victimization rates: hate crimes. [by ethnicity]			✓	✓						
Animal control - Reported incidents of personal injuries from dangerous dogs per 1,000 population.		✓			✓			✓		
Poverty - percentages of citizens with incomes above 100% of the Federal poverty level.[by ethnicity]	✓		✓						✓	✓
Children in Poverty - percentage of children living above poverty. [by ethnicity]	✓	✓		✓					✓	✓
Child Support - Percentage of Court ordered child support paid to single parent families.	✓			✓		✓	✓		✓	
Jobs & Income - percentages of citizens with incomes above 125% of the Federal poverty level.	✓		✓						✓	✓
High school completion - completed high school or an equivalent program [by ethnicity]	✓			✓					✓	

11/24	MATRIX OF BENCHMARKS BY COUNTY DEPARTMENTS									
Proposed Benchmarks	County Departments With Related Responsibilities									
	CHILDREN & FAMILIES	HEALTH	AGING	JUVENILE JUSTICE	MCSO	D C C	D A	D E S	LIBRARY	OTHER

Workforce Readiness - percentage of people who leave post-secondary programs possessing skill sets to match work force needs.	✓			✓				✓	✓	
Access to Facilities - Percentage of public buildings and facilities accessible to Oregonians with physical disabilities.	✓		✓					✓		
Readiness to Learn - Percent of children having contact with a public library before starting kindergarten.	✓								✓	
Libraries - Percentage of children who have library cards and have used them within the last six months. [by selected grades - 1st, 6th and 11th]	✓								✓	
Adult Literacy - Percentage of adults with english literacy skills [detailed by prose literacy, document literacy, and quantitative literacy]	✓	✓		✓	✓	✓			✓	
Land Use Planning - Percent of rural lands that are included within a current, approved Rural Area Plan (R.A.P.)								✓		
Open Spaces - Acres of parks and protected green spaces per 1,000 population.								✓		

11/24	MATRIX OF BENCHMARKS BY COUNTY DEPARTMENTS									
Proposed Benchmarks	County Departments With Related Responsibilities									
	CHILDREN & FAMILIES	HEALTH	AGING	JUVENILE JUSTICE	MCSO	D C C	D A	D E S	LIBRARY	OTHER

Taxes - total taxes per \$1,000 income.										✓
Cost of Govt. - per capita cost of government.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Customer Satisfaction - Percentage of citizens who are satisfied that County services are necessary, responsive and cost-effective. [by type of service]	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Knowledge of Govt. - Percentage of citizens who understand the Oregon governmental system.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Citizen involvement - Percentage of citizens who volunteer at least 50 hours per year to civic, community or non-profit activities. [by age and ethnicity]	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Govt. Responsiveness - percent of citizen volunteers in a governmental advisory capacity who are satisfied that their recommendations were carefully and respectfully considered.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Govt. Accountability - Percentage of agencies that employ results-oriented performance measures.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

11/28	MATRIX OF BENCHMARKS BY TYPE		
Proposed Benchmarks	Outcome / Results Measures		Measures of Input / Effort
	Root Causes / Sources of Problems	Symptoms / Indicators of Problems	

Teen pregnancy - Pregnancy rate per 1,000 females ages 10 - 17 [by ethnicity]	✓		
Prenatal Care - Percentage of babies whose mothers received adequate prenatal care beginning in the first trimester.	✓		
Drug -free babies - Percentage of infants whose mothers did not use illicit drugs, alcohol or tobacco during pregnancy.	✓		
Immunization - Percent of two year olds adequately immunized.	✓		
Health Care Access - Percentage of population with economic access to health care [by ethnicity]	✓		(✓)
Teenagers' Sexually transmitted diseases- rate per 1,000 population ages 10 - 19.		✓	
HIV and AIDS - annual percentage/ number of HIV cases with an early diagnosis.	✓ percentage	✓ number	
Sexually transmitted disease - rate for adults 20 to 44 years old.		✓	

11/28	MATRIX OF BENCHMARKS BY TYPE		
Proposed Benchmarks	Outcome / Results Measures		Measures of Input / Effort
	Root Causes / Sources of Problems	Symptoms / Indicators of Problems	

TB - incidence of tuberculosis per 1,000 population		✓	
Hepatitis - Incidence of hepatitis B per 1,000 population.		✓	
Care of elderly -Percentage of elderly living independently or with adequate support.	✓		(✓)
Elder abuse -.rate per 1,000 in elderly population.		✓	
Mental Health Care Access - Percentage of population with access to public or private treatment for mental or emotional problems [by children or adults]			✓
Mental Illness - Percentage living in housing of their choice with adequate support.	✓		(✓)
Developmental Disabilities - Percentage living in community housing of their choice with adequate support.	✓		(✓)
Physical Disabilities - Percentage living independently with adequate support.	✓		(✓)
Homelessness - Number of citizens who were homeless at some time in the last year.	✓	✓	

11/28	MATRIX OF BENCHMARKS BY TYPE		
Proposed Benchmarks	Outcome / Results Measures		Measures of Input / Effort
	Root Causes / Sources of Problems	Symptoms / Indicators of Problems	

Housing - percentage of home owners and renters below median income spending less than 30 percent of their household income on housing and utilities.[by ethnicity]	(√)	√	
Tax Foreclosures - Number of tax foreclosures per 1,000 homes. [by owner occupied v. rental]	(√)	√	
Child Care Quality - percentage of child care facilities which meet established basic standards.	√		
Child Care Availability - no. of identified child care slots available for every 100 children under age 13.	√		
Child Abuse - Number of children abused or neglected per 1,000 persons under 18. [by ethnicity]		√	
Spousal abuse - domestic violence calls per 1,000 households.		√	
Kindergarten Readiness - Percentage of children entering kindergarten meeting specific developmental standards for their age.	√	(√)	
Student Alcohol Use - Percentage of students free of involvement with alcohol in the previous month. [at 8th & 11th grades]	√		

11/28	MATRIX OF BENCHMARKS BY TYPE		
Proposed Benchmarks	Outcome / Results Measures		Measures of Input / Effort
	Root Causes / Sources of Problems	Symptoms / Indicators of Problems	

Student Drug Use - Percentage of students free of involvement with illicit drugs in the previous month. [at 8th & 11th grades]	✓		
Adult Drug abuse -Percentage of adults who use illegal drugs.	✓		
Drug Treatment - percentage of people seeking alcohol or drug treatment who receive it.			✓
Hate crimes - per 1,000 population.		✓	
Sense of Safety - percentage of citizens who feel safe and secure from crime.		✓	
Public safety - Index crimes per 1,000 population. [by juveniles and adults]		✓	
Public safety - Other crimes per 1,000 population. [by juveniles and adults]		✓	
Juvenile Crime - Juvenile arrests per 1,000 juveniles per year.		✓	
Firearm Injuries - firearm injury rate per 1,000 population.		✓	

11/28	MATRIX OF BENCHMARKS BY TYPE		
Proposed Benchmarks	Outcome / Results Measures		Measures of Input / Effort
	Root Causes / Sources of Problems	Symptoms / Indicators of Problems	

Weapons Permits - number of concealed weapons permits issued per 1,000 population [by male /female]	(✓)	✓	
Weapons Seized in Schools - number of weapons seized in public schools [by high school or below]	✓	(✓)	
Diversion Programs - percentage of diverted offenders who commit any offense within one year after completing the diversion program. [by juveniles and adults]		✓ program success	
Recidivism - Percentage of felons who commit new felonies within three years of re-entry into the community. [by juveniles and adults]		✓ program success	
Drugs & Crime -rate of arrestees who have one or more drugs in their system at time of arrest.		✓ tests causal relationship	
Offender drug treatment - percentage of offenders needing drug and alcohol treatment who receive it.		✓	
Community Policing - No. of communities involved in a community-based strategic plan for law enforcement.			✓
Victimization rates : homicides. [by ethnicity]		✓	

11/28	MATRIX OF BENCHMARKS BY TYPE		
Proposed Benchmarks	Outcome / Results Measures		Measures of Input / Effort
	Root Causes / Sources of Problems	Symptoms / Indicators of Problems	

Victimization rates: hate crimes. [by ethnicity]		✓	
Animal control - Reported incidents of personal injuries from dangerous dogs per 1,000 population.		✓	
Poverty - percentages of citizens with incomes above 100% of the Federal poverty level.[by ethnicity]		✓	
Children in Poverty - percentage of children living above poverty. [by ethnicity]	✓	(✓)	
Child Support - Percentage of Court ordered child support paid to single parent families.	✓		
Jobs & Income - percentages of citizens with incomes above 125% of the Federal poverty level.		✓	
High school completion - completed high school or an equivalent program [by ethnicity]	✓		
Workforce Readiness - percentage of people who leave post-secondary programs possessing skill sets to match work force needs.	✓		

11/28	MATRIX OF BENCHMARKS BY TYPE		
Proposed Benchmarks	Outcome / Results Measures		Measures of Input / Effort
	Root Causes / Sources of Problems	Symptoms / Indicators of Problems	

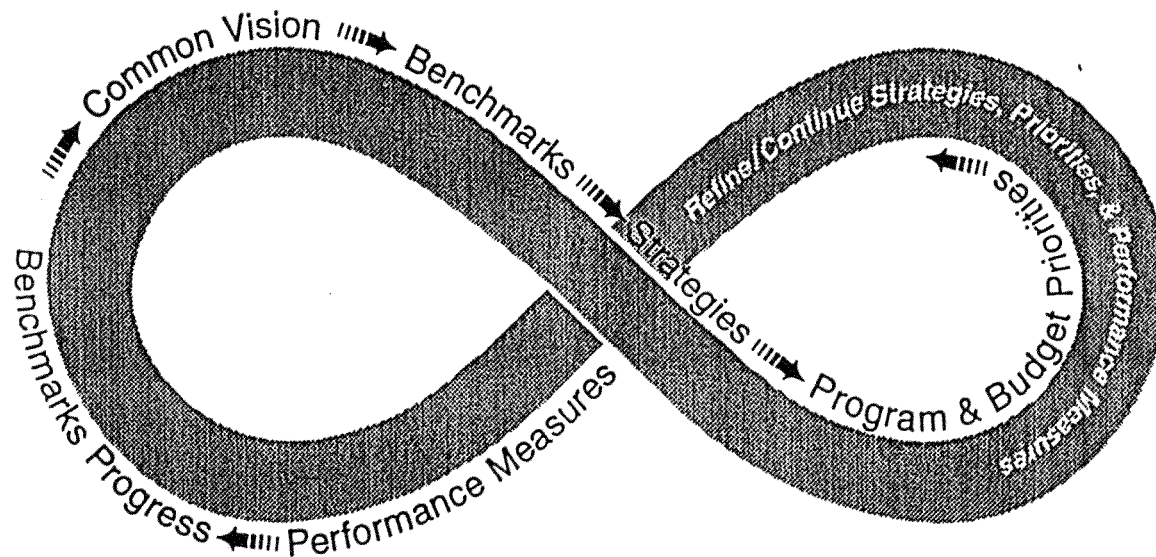
Access to Facilities - Percentage of public buildings and facilities accessible to Oregonians with physical disabilities.	✓		
Readiness to Learn - Percent of children having contact with a public library before starting kindergarten.	(?)		
Libraries - Percentage of children who have library cards and have used them within the last six months. [by selected grades - 1st, 6th and 11th]	(✓)	✓	
Adult Literacy - Percentage of adults with english literacy skills [detailed by prose literacy, document literacy, and quantitative literacy]	✓		
Land Use Planning - Percent of rural lands that are included within a current, approved Rural Area Plan (R.A.P.)			✓
Open Spaces - Acres of parks and protected green spaces per 1,000 population.	✓		
Taxes - total taxes per \$1,000 income.		✓	
Cost of Govt. - per capita cost of government.		✓	

11/28	MATRIX OF BENCHMARKS BY TYPE		
Proposed Benchmarks	Outcome / Results Measures		Measures of Input / Effort
	Root Causes / Sources of Problems	Symptoms / Indicators of Problems	

Customer Satisfaction - Percentage of citizens who are satisfied that County services are necessary, responsive and cost-effective. [by type of service]		✓	
Knowledge of Govt. - Percentage of citizens who understand the Oregon governmental system.		✓	
Citizen involvement - Percentage of citizens who volunteer at least 50 hours per year to civic, community or non-profit activities. [by age and ethnicity]	✓		
Govt. Responsiveness - percent of citizen volunteers in a governmental advisory capacity who are satisfied that their recommendations were carefully and respectfully considered.	✓		
Govt. Accountability - Percentage of agencies that employ results-oriented performance measures.			✓

BENCHMARKS

A Continuous Cycle



- Develop a Common Vision
- Define Benchmarks = Desired Results
- Agree on Strategies to Achieve the Results
- Define Program and Budget Priorities to Implement the Strategies
- On Agency Level: Establish Performance Measures. How Well Are We Implementing Strategies?
- On Community Level: Measure Progress Toward the Desired Result (Benchmark)
- Report Progress on the Benchmark
- Refine or Continue Strategies, Priorities, Performance Measures to Increase Progress on the Benchmark

IMPORTANT BENCHMARKS FOR MULTNOMAH COUNTY

The following is a listing of Oregon benchmarks which received votes as being among the top twenty most important benchmarks for Multnomah County at the first retreat on September 28. Benchmarks which got 7 or more votes are identified with italics and underlining. Benchmarks which received 5 or 6 votes are identified by *italics*. Benchmarks which received 2, 3 or 4 votes and were identified in discussion as important to Multnomah County are listed in plain type. Elected officials votes are tallied and presented in brackets : [3]. Managers votes are tallied separately and presented without brackets.

Oregon Benchmarks for People

Stable Home Life

- 1* *Pregnancy rate per 1,000 females ages 10-17. [5] + 4*
- 4. *Number of children abused or neglected per 1,000 persons under 18.[4] + 2*
- 5. *Spousal abuse: domestic violence calls per 1,000 households. [4] + 2*
- 8. Percentage of current court ordered child support paid to single parent families. [1]

Healthy Babies and Toddlers

- 9. Percentage of babies whose mothers received adequate prenatal care (beginning in the first trimester). [2] 2
- 11* *Percentage of infants whose mothers did not use: [2] + 3*
 - a. *illicit drugs.*
 - b. *alcohol.*
 - c. *tobacco during pregnancy.*
- 14. *Percent of two year olds adequately immunized [4] + 2*

Early Childhood Development

- 16* *Percentage of children entered kindergarten meeting specific developmental standards for their age. [3] + 2*

Health Practices and Fitness

- 29* *Percentage of students free of involvement with alcohol in the previous month.[1] + 1*
- 30* *Percentage of students free of involvement with illicit drugs in the previous month. [0] + 2*
- 32. Sexually transmitted disease rate per 10,000 Oregonians ages 10-19. [1] + 2

Communicable Diseases

- 70* *HIV and AIDS - annual percentage/number of HIV cases with an early diagnosis. [4] + 3*
- 71. Sexually transmitted disease rate for adults 20 to 44 years old. [3] + 1
- 72. Incidence of tuberculosis per 100,000 population. [1] + 1
- 73. Incidence of hepatitis B per 100,000 population. [1] + 1

Premature Mortality

- 75. *Percentage of adults who abuse drugs. [1] + 4*

Social Harmony in the Community

- 87* *Hate crimes (reported crimes against people or property motivated by prejudice) per 100,000 Oregonians. [1] + 3*

*Urgent Benchmarks

Oregon Seniors

89. Percentage living independently or with adequate support. [5] + 2

92. Elder abuse rate per 100, 000 [1] + 1

Oregonians with Mental Illness

93. Percentage living in housing of their choice with adequate support.[5] + 3

Oregonians with Developmental Disabilities

96. Percentage living in community housing of their choice with adequate support. [5] +3

Oregonians with Physical Disabilities

99. Percentage living independently with adequate support.[3] + 2

Oregon Benchmarks for Quality of Life

Housing

37. Number of Oregonians who were homeless at some time in the last year. [2] + 1

Access to Facilities

40. Percentage of public buildings and facilities accessible to Oregonians with physical disabilities. [1] + 1

Public Safety

48. Index crimes rate per 1,000: Willful murder, aggravated assault, burglary, larceny, motor vehicle theft, arson, rape. [6] + 4

49. Other crimes punishable to statute rate per 1,000 (e.g., negligent homicide, kidnapping, simple assault, forgery, fraud, vandalism, weapon laws, drug and liquor laws, prostitution. [4] + 1

50. Juvenile arrests per 1,000 juvenile Oregonians per year.[5] + 2

51* Average rate of reincarceration of paroled offenders within three years of initial release. [5] + 2

52. Rate of arrestees who have one or more drugs in their system at time of arrest. [3] + 1

54* Number of communities involved in a community-based strategic plan for law enforcement.[4] + 1

Justice

58. Victimization rates: Homicides. [4]

59. Victimization rates: Hate Crimes. [3] + 1

Sense of Community

67. Percentage of Oregonians who volunteer at least 50 hours of their time per year to civic, community, or nonprofit activities. [0] + 0

68. Percentage of Oregonians who understand the Oregon governmental system. [0] + 0

Access to Health Care

70. Percentage of Oregonians with economic access to health care. [3] + 5

74. Percentage of Oregonians with access to public or private treatment for mental or emotional problems. [1] + 1

76. Percentage of people seeking drug and alcohol treatment who receive it. [1] + 2

77. Percentage of offenders needing drug and alcohol treatment who receive it. [2] + 1

*Urgent Benchmarks

Oregon Benchmarks for the Economy

Balanced Distribution of Jobs and Income

- 7. Percentage of Oregonians with incomes above 100% of the Federal poverty level. [0] + 2
- 8. Percentage of Oregonians with incomes above 125% of the Federal poverty level. [0] + 2

Public Agency Performance

69* Percentage of agencies that employ results-oriented performance measures. [4] + 1

Customer Satisfaction: Percentage of Oregonians who think Oregon is doing a good job at:
[no specific benchmarks received votes but this area was identified as important]

N:\DATA\WP\CENTER\CHAIR\JSBS0008

*Urgent Benchmarks

ELECTRONIC VOTING

Below is a list of Benchmarks developed by the Portland-Multnomah County Progress Board. These benchmarks will help the community focus on pressing problems or needs in the next few years.

Rank the importance you feel the community should give each benchmark. Please use the following scale:

1 = Most urgent *** You are limited to voting "1" two times per section.

2 = Very Important

3 = Somewhat Important

4 = Neutral

5 = Not important

ECONOMIC DEVELOPMENT BENCHMARKS		RANKING
1.	Income per capita as a percentage of U. S. real per capita income.	
2.	Per capita income as a percentage of the Oregon overall per capita income.	
3.	Percentage of citizens with incomes above 100% of the federal poverty level.	
4.	Total employment (in thousands).	
5.	Unemployment rate (as compared to the metropolitan region)	
6.	Annual total payroll and per worker payroll.	
7.	Percentage of income from good and services sold outside the U. S.	
8.	Percentage of income from goods and services sold outside the Portland metropolitan region.	
9.	Number of small businesses that are still in business after: A. one year B. three years C. five years	
10.	Percentage and amount of industrial site acreage identified in comprehensive plans that is actually suitable for development.	

ECONOMIC DEVELOPMENT BENCHMARKS		RANKING
11.	Percentage of permits issued within a target time period or less: A. Business license E. Building B. Water F. Plumbing/Electrical/Heating/ C. Parking Ventilating D. Street Use G. Conditional Use/Zoning	
12.	Total taxes per capita as percentage of U. S. average.	
13.	Total taxes per \$1,000 income.	
14.	Percentage of federal, state & local business taxes and fees per dollars of business income.	
15.	Number of U. S., Canadian and Mexican metropolitan areas over 1 million population served by non-stop flights to and from any Portland commercial airport.	
16.	Number of international cities of over 1 million population (outside Canada and Mexico) served by direct or non-stop flights to and from any Portland commercial airport.	
17.	Portland transpacific container export rates compared to those in Seattle & Tacoma (percent greater or less than).	
18.	Percentage of employer payroll dedicated to training and education.	
19.	Percentage of 25 year olds with a certificate granted from education and training programs.	
20.	Percentage of employees working in firms which train over 50% of their work force 20 hours or more annually in work skills or work processes.	
21.	Percentage of high school students who are engaged in Certificate of Advanced Mastery programs that involve workplace experience.	
22.	Real per capita outlays for public infrastructure.	

EDUCATION/CHILDREN & FAMILIES BENCHMARKS	RANKING
23. Percentage of children entering kindergarten meeting specific development standards for their age. A. Cognitive Development C. Physical well-being B. Language & Literacy Dev. D. Social/Emotional Dev.	
24. Pregnancy rate per 1,000 females ages 10-17. A. African-American D. Hispanics B. American Indians E. White C. Asian-Americans	
25. Percentage of infants whose mothers did not use: A. Illicit drugs during pregnancy B. Alcohol during pregnancy (self-reported by mother) C. Tobacco during pregnancy (self-reported by mother)	
26. Percentage of healthy birthweight babies.	
27. Percentage of children 0-17 living above 100% of the federal poverty level. A. 0-4 yrs. old E. Asian-Americans (0-17) B. 5-17 yrs. old F. Hispanics (0-17) C. African-Americans (0-17) G. Whites (0-17) D. American Indians (0-17)	
28. Percentage of two year olds who are adequately immunized.	
29. Percentage of children who were homeless at some time in the last year.	
30. Percentage of child care facilities which meet established basic standards.	
31. Number of identified child care slots available for every 100 children under age 13.	
32. Percentage of students free of involvement with alcohol in the previous month. A. Eighth Grade B. Eleventh Grade	
33. Percentage of students free of involvement with illicit drugs in the previous month. A. Eighth Grade B. Eleventh Grade	
34. Percentage of students free of involvement with tobacco in the previous month. A. Eighth Grade B. Eleventh Grade	

EDUCATION/CHILDREN & FAMILIES BENCHMARKS		RANKING
35.	<p>Percentage of citizens who have economic access to basic health care.</p> <p>A. Overall D. Asian-American</p> <p>B. African-American E. Hispanics</p> <p>C. American Indians F. White</p>	
36.	<p>Percentage of citizens who have geographic access to basic health care.</p> <p>A. Overall D. Asian-American</p> <p>B. African-American E. Hispanics</p> <p>C. American Indians F. White</p>	
37.	Annual percentage and number of people with early diagnosis of HIV.	
38.	High school graduation rate.	
39.	<p>Percentage of students who achieve established skill levels.</p> <p>A. African-American E. Hispanics</p> <p>B. American Indians F. Whites</p> <p>C. Asian-Americans</p> <p>1. Third Grade</p> <p>a. Reading d. Writing-organization</p> <p>b. Math e. Writing-conventions</p> <p>c. Writing-ideas</p> <p>2. Fifth Grade</p> <p>a. Reading e. Writing-conventions</p> <p>b. Math f. Composite reading & math</p> <p>c. Writing-ideas g. Composite writing skills</p> <p>d. Writing-organization</p> <p>3. Eighth Grade</p> <p>a. Reading d. Writing-organization</p> <p>b. Math e. Writing-conventions</p> <p>c. Writing-ideas</p> <p>4. Eleventh Grade</p> <p>a. Reading e. Writing-conventions</p> <p>b. Math f. Composite reading & math</p> <p>c. Writing-ideas g. Composite writing skills</p> <p>d. Writing-organization</p>	
40.	<p>Percentage of adults who have completed at least one year of educational programs after secondary school.</p> <p>A. African-American E. Hispanics</p> <p>B. American Indians F. White</p> <p>C. Asian-American</p>	

EDUCATION/CHILDREN & FAMILIES BENCHMARKS		RANKING
41.	Percentage of adults who have completed: A. An associate degree in professional-technical education 1. Overall 2. African-Americans 3. American Indians 4. Asian-Americans 5. Hispanics 6. Whites B. A baccalaureate degree 1. Overall 2. African-Americans 3. American Indians 4. Asian-Americans 5. Hispanics 6. Whites C. A post-baccalaureate degree 1. Overall 2. African-Americans 3. American Indians 4. Asian-Americans 5. Hispanics 6. Whites	
42.	Percentage of adults who have completed a certified apprenticeship program.	
43.	Percentage of adults who possess English literacy skills: A. Prose literacy (understands text information) 1. Basic 2. Intermediate 3. Advanced B. Document literacy (can understand & use graphs, text, maps, etc.) 1. Basic 2. Intermediate 3. Advanced C. Quantitative literacy (can understand math & apply it) 1. Basic 2. Intermediate 3. Advanced D. Information/technology literacy	
44.	Percentage of people leaving post-secondary courses that possess skill sets to match work force needs.	
45.	Percentage of citizens with mental illness living in housing of their choice with adequate support.	
46.	Percentage of citizens with mental illness who are employed.	
47.	Percentage of citizens with mental illness living above the poverty level.	
48.	Percentage of citizens with developmental disabilities living in housing of their choice with adequate support.	
49.	Percentage of citizens with developmental disabilities who are employed.	
50.	Percentage of citizens with developmental disabilities living above the poverty level.	
51.	Percentage of citizens with physical disabilities living independently with adequate support.	

EDUCATION/CHILDREN & FAMILIES BENCHMARKS	RANKING
52. Percentage of citizens with physical disabilities who are employed.	
53. Percentage of citizens with physical disabilities living above the poverty level.	
54. Percentage of elderly living in the least restrictive setting, either in their own homes or in an alternative home setting.	

ENVIRONMENT/QUALITY OF LIFE BENCHMARKS	RANKING
55. Percentage of people who commute (one-way) within 30 minutes between where they live and work.	
56. Percentage of people who commute to and from work and use multiple modes of transportation for commuting.	
57. Percentage of population that lives within one-half mile walk of all of the following: A. Park & Open Space D. Neighborhood Commercial Node B. Transit Service E. Bike Paths C. Elementary School	
58. Percentage of people who feel a sense of community in their neighborhood.	
59. Percentage of eligible citizens who vote.	
60. Percentage of home owners and renters below median income spending less than 30 percent of their household income on housing (including utilities: gas, electric, water garbage, sewer, phone).	
61. Number of citizens who were homeless at some time in the last year.	
62. Annual per capita public and private financial support for the arts in the region including: A. Libraries C. Visual Arts B. Museum D. Performing Arts	
63. Acres of parks and protected green space per 1,000 citizens.	
64. Number of days per year the community meets government ambient air quality standards.	
65. Number of days per year the community's rivers and streams meet government in-stream water quality standards.	
66. Percentage of streets rated acceptably clean.	
67. Percentage of Portland metropolitan area population growth since 1990 occurring within the City of Portland. A. Seniors C. Special Needs B. Youth D. By Income Level	

ENVIRONMENT/QUALITY OF LIFE BENCHMARKS	RANKING
68. Percentage of total non-manufacturing jobs in the Portland metropolitan area located in downtown Portland.	
69. Number of energy units used divided by gross domestic product.	
70. Carbon dioxide emissions as a percentage of 1990 emissions.	
71. Water units used divided by gross domestic product.	
72. Pounds of solid waste landfilled per capita per year.	
73. Percentage of citizens who are satisfied that services are necessary, responsive and cost-effective.	
74. Percentage of citizen volunteers in a governmental advisory capacity who are satisfied that their recommendations were carefully and respectfully considered.	
75. Percentage of citizens who volunteer at least 50 hours of their time per year to civic, community, or non-profit activities.	
76. Percentage of government organizations that adopt benchmarks, incorporate them into budget and/or planning processes, and collect supporting data.	
77. Percentage of community organizations that adopt benchmarks, incorporate them into budget and/or planning processes, and collect supporting data.	
78. General obligation bond rating (Standard & Poor's).	
79. Per capita cost of government.	
80. Direct government service delivery expenses as a percentage of total government expenditures.	

PUBLIC SAFETY BENCHMARKS		RANKING
81.	Percentage of citizens who feel safe and secure <i>from crime.</i>	
82.	Number of reported incidents of domestic violence including: A. children abused and neglected per 1,000 people under 18, B. spouses or domestic associates abused per 1,000 people, C. elderly abuse rate per 1,000 people, D. families repeatedly victimized by such incidents.	
83.	Number of reported crimes against people per 1,000 population. (These crimes include: murder, rape, robbery, & aggravated assault.) A. Arrests of people under 18 years of age B. Arrests of people over 18 years of age	
84.	Number of reported crimes against property per 1,000 population. (These crimes include: burglary, larceny, motor vehicle theft, & arson.) A. Arrests of people under 18 years of age B. Arrests of people over 18 years of age	
85.	Percentage of arrestees testing positive for alcohol or other illicit drugs in Multnomah County.	
86.	Percentage of felons who commit new felonies within three years of re-entry to the community.	
87.	Percentage of diverted offenders who commit the same type of offense within one year after completing the diversion program. A. substance abuse B. alcohol C. domestic violence	
88.	Victimization rates per 100,000 population (domestic violence, rape, & juvenile coerced theft). A. African-American D. Hispanics B. American Indians E. Whites C. Asian-Americans	
89.	Firearm injuries and fatalities rate per 1,000 population. A. Under 18 B. 18 and over	
90.	Percentage of adults who use illegal drugs.	
91.	Percentage of residences, institutions, and businesses which are prepared for an emergency by being able to sustain themselves for 72 hours.	

PUBLIC SAFETY BENCHMARKS		RANKING
92.	<p>Loss per capita, both property and person, due to emergency/disaster situations or events.</p> <p>A. Number of lives lost per 1,000</p> <p>B. Dollar value of loss as percentage of structure/property damaged.</p>	
93.	Percentage of emergency service agencies (defined in ORS 401) with plans in place that are regularly exercised and updated per federal standards.	

PROPOSED BUDGET POLICIES

PERCENTAGE FOR BENCHMARKS

BACKGROUND

Benchmarks identify social, economic and environmental conditions towards which our collective efforts are focused. Benchmarks are stated as specific, measurable outcomes which we wish to achieve by 2010. Our long-term capacity to realize benchmarks is directly related to our short-term success in getting the community focused on high priority (or "urgent") benchmarks.

POLICY

Pursuant to Multnomah County Ordinance _____, it is County policy to annually review and adopt benchmarks and to support collaborative efforts toward their realization.

To provide incentives for collaboration between County departments, community agencies and the private sector, a percentage of the operating expenditures in specified funds shall be used for benchmarks projects. The specified funds may include the General Fund, Road Fund, Federal/State Fund, Library Serial Levy Fund, Fair Fund, Convention Center Fund, Jail Levy Fund, Assessment and Taxation Fund, Justice Services Special Operation, Recreation Fund, Fleet Fund, Telephone Fund and Data Processing Fund. Any other fund established after January 1994 may also be included in the benchmarks incentives program at

the discretion of the Chair.

The actual percentage set-aside shall be proposed by the Chair and communicated in the annual budget preparation instructions. The percentage set aside for benchmarks projects may differ between funds.

Applications for benchmarks projects may be initiated by County departments or by non-profit or private sector organizations working in partnership with a County agency. Applications will be reviewed as part of the Chair's budget preparation process and successful projects will be incorporated into the Chair's Executive Budget.

To be eligible as a "benchmark project", the proposed program or project must relate to an adopted Multnomah County Benchmark. Priority shall be given to "urgent" benchmarks. The proposal may be for a new or expanded program or for a substantially new way of operating current programs. The proposal must include reflect efforts to coordinate with other departments, non-profit or private sector organizations. Collaborative efforts relate to an adopted Multnomah County Benchmark. Priority shall be given to "urgent" benchmarks. The proposal may be for a new or expanded program or for a substantially new way of operating current programs.

ACTION

In the 1994-95 Budget, the percentages for benchmarks shall be:

PROPOSED BUDGET POLICIES

INCENTIVES FOR PRODUCTIVITY SAVINGS - Option 1

BACKGROUND

Traditional governmental budget policies create incentives for maximizing spending: "use it or lose it" when the fiscal year ends. This is an undesired consequence of well intentioned efforts to promote the efficient and measured use of resources. In the interest of "re-inventing" how government works, it is necessary to establish a policy which establishes incentives for cost-savings.

Allowing departments to retain unexpended budget allocations changes incentives so that spending is self-regulated. Individual program managers become more motivated to minimize costs of budgeted programs when they are able to use the funds for other things they value. The effectiveness of this type of cost-saving incentive program has been demonstrated in both local and state governments.

The State of Oregon has adopted a productivity-savings program which serves as the model for this proposal. Incentives for cost-savings are combined with reappropriation guidelines which allow half of the funds saved to be used for further productivity investments.

POLICY STATEMENT

Pursuant to Multnomah County Ordinance _____, if the County Chair certifies that a department's savings are due to departmental actions then 50% of the resulting savings to the County's General Fund shall be continuously reappropriated to the agency for productivity improvements. Such productivity improvements shall include employee

training projects related to productivity, technology enhancement and related expenditures that have a long-term benefit. A productivity improvement project may be for research and development intended to lead to improved productivity.

Savings shall not be considered to have been due to departmental action if they result from changes in service demands or costs beyond the control of the department, such as wage settlements or indirect costs. Similarly, if budgeted funds are expressly appropriated only for emergency or contingency needs, any savings shall not be attributed to the department.

A report on productivity savings experience shall be provided to the Board at the close of the first quarter of the subsequent fiscal year.

The "current service level" budget estimates developed for the purposes of budget preparation shall not be reduced because of departmental productivity savings. Departments will therefore be able to use funds freed through productivity savings for continued productivity investments or service priorities.

ACTION

Implement with the 1994-95 Budget, with the productivity savings realized by departments during that fiscal year to be reappropriated in 1995-96.

PROPOSED BUDGET POLICIES

INCENTIVES FOR PRODUCTIVITY SAVINGS - Option 2

BACKGROUND

Traditional governmental budget policies create incentives for maximizing spending: "use it or lose it" when the fiscal year ends. This is an undesired consequence of well intentioned efforts to promote the efficient and measured use of resources. In the interest of "re-inventing" how government works, it is necessary to establish a policy which establishes incentives for cost-savings.

Allowing departments to retain unexpended budget allocations changes incentives so that spending is self-regulated. Individual program managers become more motivated to minimize costs of budgeted programs when they are able to use the funds for other things they value. The effectiveness of this type of cost-saving incentive program has been demonstrated in both local and state governments.

The State of Oregon has adopted a productivity-savings program which serves as the model for this proposal. Incentives for cost-savings are combined with reappropriation guidelines which allow half of the funds saved to be used for further productivity investments.

POLICY STATEMENT

Pursuant to Multnomah county Ordinance _____, if the County Chair certifies that departmental savings are due to departmental actions then resulting savings to the County's General Fund shall be continuously reappropriated to the agency.

The funds may be used for further productivity

improvements or for any purpose consistent with established Board policies and service priorities.

Savings shall not be considered to have been due to departmental action if they result from changes in service demands or costs beyond the control of the department, such as wage settlements or indirect costs. Similarly, if budgeted funds are expressly appropriated only for emergency or contingency needs, any savings shall not be attributed to the department.

A report on productivity savings experience shall be provided to the Board at the close of the first quarter of the subsequent fiscal year.

The "current service level" budget estimates developed for the purposes of budget preparation shall not be reduced because of departmental productivity savings. Departments will therefore be able to use funds freed through productivity savings for continued productivity investments or service priorities.

ACTION

Implement with the 1994-95 Budget, with the productivity savings realized by departments during that fiscal year to be reappropriated in 1995-96.

ALLOCATIONS FOR INFRASTRUCTURE MAINTENANCE AND REPAIR

BACKGROUND

Multnomah County owns in excess of two million square feet of buildings. In 1993-94, we will spend approximately \$1.25 million on major maintenance and improvements to those buildings out of the General Fund. Excluding the Library and the Juvenile Detention Home, this level of capital support represents about 65 cents per square foot per year.

Five years ago, we were spending 77 cents per square foot on construction / maintenance in County owned buildings. In 1982-83 we spent about 98 cents per square foot. The 1993-94 level of funding is not adequate.

The structural maintenance of the County's capital plant is largely a non-discretionary activity. That is, the question is not whether such expenditures are necessary but in what year to schedule the expenditures on particular projects. Deferral of spending on capital projects builds an unfunded liability that there is no way to confront sooner or later.

POLICY STATEMENT

The Board recognizes that an adequate ongoing level of funding for capital improvements is essential to avoid costly reconstruction or replacement of capital assets. These capital assets include County buildings, recreational facilities, bridges, and roads.

It is the policy of the Board to have a Capital Improvement Program (CIP) Plan developed covering a period of five

years. The Plan is to provide for anticipated future major improvements and maintenance to County owned and leased capital assets and provide for additional and replacement capital assets. The Plan will include major construction to be undertaken by the County, no matter what the funding source. The Plan will be reviewed and updated annually.

ACTION

By fiscal year 1994-95, the expenditures on County owned or leased buildings will be accounted for in the Capital Improvement Fund. The resources to provide funding for the Capital Improvement Fund will be derived from:

1. the sale of surplus property in accordance with Resolution 90-57 establishing the fund,
2. the Juvenile Justice Complex sub-lease agreement revenues authorized in Resolution 93-330,
3. internal service charges to County organizations based on their occupancy in County owned buildings and
4. contributions from the General Fund.

In 1994-95, the General Fund will contribute \$x million to the Capital Improvement Fund.

RECURRING COSTS AND ONE-TIME ONLY REVENUE

BACKGROUND

One-time-only revenues present organizations with temptations that are hard to resist. In the short run it appears more beneficial to allocate such resources to the highest priority public service that would otherwise be unfunded than to restrict their spending to cover costs that will not recur in following years. However, the result of this practice is to expand operational levels and public expectations beyond the capacity of the organization to generate continuing funding. This inevitably produces shortfalls and crisis.

Similarly, it is not prudent to sustain an ongoing program level by deferring necessary expenditures or by incurring future obligations by issuing certificates of participation. Again, such practices lead to inevitable gaps between ongoing revenue and the current program level.

POLICY STATEMENT

It is the policy of the Board that the County will fund ongoing programs with ongoing revenues. Current operating expenses will not be capitalized or funded through the use of long term financing.

Further, when the County receives one-time-only revenue, these funds will be set aside for reserves or will support projects or programs that will not require future financial commitments. The Board will consider the following when allocating these one-time-only receipts:

1. the County's capital needs set out in the five year Capital Improvement Plan
2. The level of reserves available to offset possible fluctuations in continuing revenues.
3. one-time-only spending proposals, particularly investments that may result in long-term efficiencies or savings without additional ongoing cost.

The Budget Manager will be responsible for informing the Board if revenues are one-time-only and making recommendations on the use of such funds received.

ACTION

The 1994-95 Budget will include an enumeration of one-time-only revenues in the General Fund and their allocation to non-recurring expenditures by the Board.

PROPOSED BUDGET POLICIES

RESERVES

BACKGROUND

General Fund continuing revenues (when adjusted for the effects of Measure 5 and for two increases in the rate of the Business Income Tax) have grown at a 6.4% annual rate during the decade 1983-4 to 1993-4. However, from year to year the growth has varied. Twice in the last decade, ongoing revenue growth was less than one percent from one year to the next. Three times, it exceeded ten percent.

The property tax limitation imposed by Measure 5 will cause the variation in ongoing General Fund receipts to be greater as changes in property values affect actual property tax receipts.

Annually using all available ongoing revenue to pay for ongoing programs results in programs being added in one year and programs of equivalent cost being cut the next, or two years later. This has a detrimental effect on service delivery over time. It reduces efficiency and undermines morale. It also sets up difficult budget problems that could be avoided if program decisions were made in the context of the County's long-term financial capacity rather than on the basis of revenue available from one year to the next.

POLICY STATEMENT

The Board understands that in order to avoid financial instability, continuing requirements should be insulated from temporary fluctuations in continuing revenues.

It is the goal of the Board to establish a reserve account in the General Fund, designated as unappropriated fund balance, that is to be maintained at approximately five percent of total General Fund budgeted expenditures.

The reserve account is to be used when basic revenue growth falls below the rate of basic revenue change achieved during the prior ten years. "Basic revenue" is defined as the sum of General Fund property tax, business income tax, motor vehicle rental tax, cigarette tax, liquor revenue, and interest income. Growth is defined as total increase in a fiscal year compared to the amount in the prior fiscal year, adjusted for changes in collection method, accrual method, or legislation defining the rate or term under which the revenue is to be collected.

In years when basic revenue growth falls below long term average growth, the Board will reduce the unappropriated fund balance to continue high priority services that could not otherwise be funded by current revenues. If the reserve account is so used, to maintain services in the face of a short-term revenue downturn, the Board will begin to restore the account within two years of its use.

ACTION

To establish the reserve account, beginning in fiscal year 1993-94 the Board will annually set aside approximately one percent of total General Fund budgeted expenditures into an unappropriated reserve until that reserve reaches five percent of the budgeted expenditures.



Beverly Stein, Multnomah County Chair

Room 1410, Portland Building
1120 S.W. Fifth Avenue
P.O. Box 14700
Portland, Oregon 97204
(503) 248-3308

MEMORANDUM

TO : Board of County Commissioners
Department and Division Managers
Sheriff
District Attorney
Auditor
Management Support Services

FROM: Beverly Stein

DATE: December 10, 1993

RE : Results of Budget Office Retreat

Enclosed please find a report on the results of our office's series of meetings with budget staff.

I am proposing the following:

1. Review of the proposed mission and goals of the budget office and our next steps in redefining how the budget office will operate. This will involve the Board, other elected officials, Managers, and the Tax Supervising and Conservation Commission. We are scheduling meetings with Department Managers and fiscal officers, TSCC, and a briefing and discussion with Board and Board Staff concerning the roles of both the budget office and TSCC. (See Proposed Mission and Goal statement, Timeline, and Draft Strategic Plan from TSCC)
2. Creation of a Budget Director position with expanded duties beyond the current position. Once approved, we will begin an open recruitment for that position. (See proposed job description)
3. Dave Warren has requested a move to a senior analyst position. I will bring the appropriate bud mod to the Board in the near future as part of the restructuring of the office. These changes will be done within the current Budget Office budget.

I am very excited about the direction the budget office is moving. Like our efforts with the benchmarks and performance objectives, we need to realize this will be an evolutionary



process. I will ask the Budget Office to play a greater role in evaluating options for the executive budget this year. We will learn from that experience and improve over time.

We also need to realize that the Budget Office is under staffed. These moves will assist them, but it will take time to hire and train new staff. This will be especially difficult in the middle of a budget process.

I am committed to this expanded role of the Budget Office and would like your support in making this a success.



Beverly Stein, Multnomah County Chair

Room 1410, Portland Building
1120 S.W. Fifth Avenue
P.O. Box 14700
Portland, Oregon 97204
(503) 248-3308

December 10, 1993

To: Dave Warren
Retreat Participants
From: Bill Farver
Re: Mission of Budget Office

- - - - -

Thank you for your participation in our series of meetings. I believe there is a consensus around the goals and objectives for the budget office. We will need to review and discuss these with the Board, departments and fiscal officers, and the Tax Supervising and Conservation Committee.

PRIMARY GOAL

- Provide financial and programmatic analysis of county issues to the Chair's office throughout the year that can become an integral part of the management and policy making process of the County. Analysis should also identify revenue opportunities not fully utilized.

OBJECTIVES

- Provide financial and programmatic analysis and make recommendations concerning the annual budget submissions. Provide both an internal and external perspective. Prepare the annual budget document.

- Present budget information in a readable, accessible set of documents to meet differing needs.

- Develop a budget format which includes benchmarks, performance trends, vision and strategies, and key results for each program.

- Recommend and maintain fiscally sound budget and financial policies. Maximize the resources over which the Chair and Board have discretionary authority.



TIMELINE

12-13-93 Discussion at Department Managers Meeting

12-13-93 Discussion with Board Staff

1 - 94 Discussion with Budget staff about Chair Stein's vision for the County

1 - 94 Discussion with Fiscal staff in Departments and Budget Staff (Meganne will arrange)

1 - 94 Discussion with TSCC concerning goals of Budget office and their Strategic Plan (Bill will arrange)

1 - 94 Discussion with Board staff, Department fiscal staff, and Chair's office concerning clarify and streamline the agenda process (i.e. determine the most effective way to review budgetary changes within approved budgets) (Maria will arrange)

1-18-94 Board Retreat - Discussion of Board goals, TSCC, relation of Budget office to Board

2 - 94 Hiring a new Budget Director

512

TAX SUPERVISING AND CONSERVATION COMMISSION

DRAFT STRATEGIC PLAN FRAMEWORK

For Discussion Purposes Only

November 12, 1993

DRAFT MISSION STATEMENT

The Tax Supervising and Conservation Commission protects and represents the public interest, ensures Multnomah County governments' compliance with Local Budget Law, promotes economy and efficiency in those governments, and provides them with advice and assistance.

DRAFT STRATEGIC PLAN FRAMEWORK

STRATEGIC GOALS:

Goal #1: Protect the interest of the public by ensuring that agencies achieve Local Budget Law compliance.

Current Action Plans:

- 1) Ensure that the TSCC's internal budget review process achieves consistent coverage for all budgets and all aspects of budget law compliance, and provides a consistent level of advice and assistance to each government.
- 2) Provide education to the taxing districts about budget law and methods of compliance (e.g., providing training courses for districts before the start of the budget season to assist development of budgets in compliance with budget law.)
- 3) Review and provide feedback on every LB form well enough in advance of the publication date so that each district can comfortably make changes.

GOAL #2: Assist local governments in improving the quality of their financial documents.

Current Action Plans:

- 1) Promote compliance with recognized standards for financial documents (GASB, GFOA, etc.)
- 2) Obtain consensus about budget presentation beyond legal requirements and communicate those expectations, standards and models to local taxing districts in advance of the budget season.
- 3) Review and evaluate budget documents in light of standards.
- 4) Provide constructive communications to taxing districts after the budget review process to reinforce compliance with standards and to encourage continuous improvement in the preparation and presentation of budgets.

GOAL #3: Pursue efficiency in government by helping governments improve their ability to clearly measure operating efficiency and effectiveness.

Current Action Plans:

- 1) Leverage professional community and academia to communicate and provide education about measuring operating efficiency and effectiveness.
- 2) Provide an intergovernmental forum to develop consensus and promote understanding of performance measures and comparative costs.
- 3) Encourage local governments to track and report in their budget documents measures of operating efficiency and effectiveness.
- 4) Provide review and response of reporting of operating efficiency and effectiveness to the local governments.

GOAL #4: Help local governments communicate effectively the benefits received by the public compared to the cost.

Current Action Plans:

- 1) Find or develop by consensus with taxing districts, a good working model that communicates government service benefits and costs and promote its usage. (Include contact with citizenry and professional organizations.)
- 2) Encourage and promote executive summaries and graphics of the benefits and costs of governments and the short and long term impact/benefits of services provided.
- 3) Provide review and response on governments' communications of benefits and costs.
- 4) (Long term) Develop TSCC improved Annual Report to include summarizations of benefits and costs reported by the local taxing districts.

GOAL #5: Improve Local Budget Law and its processes to increase local governments' efficiency while still serving the public's interest.

Current Action Plans:

- 1) Establish a forum for governments to reach consensus about aspects of budget law that can be streamlined, are needlessly difficult or don't make sense. Resulting recommended changes to the law should differentiate between the smallest and largest jurisdictions.
- 2) Take recommended changes to Local Budget Law first to the DOR, then the Legislature.
- 4) Develop administrative rulings that clarify or enhance Local Budget Law. (ORS 180.335 to be followed in the development of these rules, which requires state agencies to provide a review and comment period and public hearing.)

DRAFT

BUDGET MANAGER (Exempt/Unclassified)

DEFINITION

To provide leadership and support for efforts to enhance Multnomah County's performance and accountability to its citizens; to design and develop participative decision-making systems for policy-making and resource allocation; to manage and coordinate financial, programmatic, and organizational analyses as an integral part of the County's management and policy-making practices; to provide effective communication of the County's priorities, plans, and directions for the future in the budget and other publications, presentations, and meetings; to initiate and support changes in the way government works, to focus more upon results; to guide and assist departments in the implementation of budgeting and program evaluation and performance-based contracting, processes and tools; and to provide highly complex staff assistance to the Chair of the Board and to the Board of County Commissioners.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the Chair and policy direction from the Chair and Board of County Commissioners.

Exercises direct supervision over assigned managerial, professional, technical, and clerical staff.

EXAMPLES OF DUTIES - Duties may include but are not limited to the following:

Design and coordinate decision-making systems which enable the Board of County Commissioners (BCC), interested citizens, and potential partners to have an early, meaningful role in the development of benchmarks, strategic program priorities, budget, and financial policies, the annual operating budget, the multi-year capital budget and performance-based contracts.

Assist the Chair and BCC to reach consensus on priorities, budget/financial policies, and specific resource allocation decisions.

Collaborate with departments, analyze budget requests and BCC agenda items for cost-effectiveness and consistency with established Board policies or program guidelines.

Identify alternatives and make recommendations to the Chair.

Ensure that the Chair and BCC have the opportunity to review and approve any significant changes in strategies, services, staffing, or use of resources.

Perform in-depth financial impact and policy analyses to support program development efforts.

Conduct management analyses of staffing levels, organization, work systems, or program effectiveness in selected areas.

BUDGET MANAGER

Page 2

EXAMPLES OF DUTIES (Continued)

Identify and recommend revenue opportunities for consideration by the BCC.

Develop and prepare a set of attractive, clear and easy to use budget documents to meet the information needs of different audiences: the general public; the BCC; the Tax Supervising Commission; and operating departments.

Develop and prepare other reports as needed.

Make presentations to the BCC, citizens, and County staff.

Provide direction and support to departments in the development of program-based budgets, performance measures, and performance-based contracts for services.

Provide guidance and assistance to departments on creation of program evaluation processes and tools.

Assist departments in the development of customer surveys.

Participate in and champion the development of a customer-based, county-wide quality services initiative.

Participate in the development of administrative rules/policies.

Negotiate with other governmental agencies to decategorize grant funding.

Negotiate with other local jurisdictions to establish or modify intergovernmental agreements.

Provide guidance and assistance to departments in the preparation and review of budget requests and narrative explanations.

Provide guidance and assistance to departments in preparing staff reports to address questions or concerns from the BCC relating to the budget or to the cost-effectiveness concerns.

Help departments obtain technical assistance with automated fiscal information systems, governmental accounting practices.

Assist departments in developing program financing strategies.

Prepare various reports to the BCC as-needed to provide five-year financial forecasts, quarterly budget status information, year-end fund projections, benchmarks data, and/or other performance-related information.

Select, develop, motivate, and empower employees to improve services to the Chair, BCC, departments, and citizens.

BUDGET MANAGER

Page 3

EXAMPLES OF DUTIES (Continued)

Provide for staff training and development.

Counsel and coach employees to improve performance; implement disciplinary action when needed.

Perform related duties as assigned.

QUALIFICATIONS

Knowledge of:

Concepts and effective management practices regarding organizational change.

Organization and management practices that apply to analysis and evaluation of programs, policies, and operation needs.

Principles, practices, and procedures of governmental budgeting and automated financial systems.

Principles and practices of organization, administration, and progressive personnel management.

Principles of budget preparation and administration.

Innovative and progressive practice in governmental budgeting and financial programs and methods.

Principles and practices of strategic and long range planning.

Methods and techniques of group facilitation including the presentation of oral and written materials to a wide variety of individuals, citizen's groups, and commissions.

Ability to:

Analyze problems, identify alternative solutions, project consequences of projected actions, and implement recommendation in support of visions and strategies.

Supervise, motivate, coach, and evaluate assigned staff.

Negotiate sensitive program and administration issues.

Gain cooperation through discussion and persuasion.

BUDGET MANAGER

Page 4

QUALIFICATIONS

Ability to: (Continued)

Identify and respond to public and Board issues and concerns.

Establish and maintain cooperative working relationships with those contacted in the course of work.

Identify, establish methods and gain cooperation in adopting performance measures.

Interpret and apply Federal, State, and local policies, procedures, laws, and regulations.

Experience and Training Guidelines:

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Four years of increasingly responsible experience in public administration, including at least two years experience in a central budget office and two years at a senior management level.

AND

Training:

Equivalent to a bachelor's degree from an accredited college or university with major course work in public administration, business administration, planning, economics, accounting, business administration, or a related field. Post graduate or professional training in public policy analysis, organization change, strategic, or long range planning, executive leadership skills, project management, and program auditing or evaluation is desirable.