

MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 606, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • CHAIR • 248-3308
PAULINE ANDERSON • DISTRICT 1 • 248-5220
GARY HANSEN • DISTRICT 2 • 248-5219
RICK BAUMAN • DISTRICT 3 • 248-5217
SHARRON KELLEY • DISTRICT 4 • 248-5213
CLERK'S OFFICE • 248-3277

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

APRIL 22 - 26, 1991

Tuesday, April 23, 1991 - 9:30 AM - Planning Items. Page 2
Tuesday, April 23, 1991 - 10:00 AM - Board Briefing Page 3
Tuesday, April 23, 1991 - 11:00 AM - Agenda Review. Page 3
Tuesday, April 23, 1991 - 1:30 PM - Work Session. Page 3
Wednesday, April 24, 1991 - 7:00 PM - BUDGET HEARING. Page 3
Gresham City Hall Council Chamber
1333 NW Eastman Parkway
Thursday, April 25, 1991 - 9:30 AM - Board Briefing Page 3
Thursday, April 25, 1991 - 9:45 AM - Regular Meeting. Page 4

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

Thursday, 10:00 PM, Channel 11 for East and West side subscribers
Friday, 6:00 PM, Channel 27 for Paragon Cable (Multnomah East) subscribers
Saturday 12:00 PM, Channel 21 for East Portland and East County subscribers

Tuesday, April 23, 1991 - 9:30 AM

Multnomah County Courthouse, Room 602

PLANNING ITEMS

The Following April 1, 1991 Decisions of the Planning Commission are Reported to the Board for Acceptance and Implementation by Board Order:

1. PD 1-91 APPROVE, SUBJECT TO CONDITIONS, Requested Change in Zone Designation From RR, Rural Residential District to RR, P-D, Rural Residential, Planned-Development District;
LD 7-91 APPROVE, SUBJECT TO CONDITIONS, Request for a 13-Lot Single Family Residential Land Division, all for Property Located at 5055 East Powell Boulevard
-

The Following April 1, 1991 Decisions of the Planning Commission are Reported to the Board of County Commissioners for Acknowledgement by the Presiding Officer:

2. CS 2-91 APPROVE, SUBJECT TO CONDITIONS, Modification of the Community Service Designation of the Described Property to Allow up to a Maximum of 16 On-Site Residents Plus 4 Temporarily Housed on an Occasional Basis, for Property Located at 14917-15005 SE Division Street
 3. CU 5-91 APPROVE, SUBJECT TO CONDITIONS, Conditional Use Request to Allow Development of the Subject Property with a Non-Resource Related Single Family Residence, for Property Located at 6175 NW Thompson Road
-

4. RB 1-91 RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to Lincoln & Allen Bindery
 5. C 2-91 First Reading and Possible Adoption of an ORDINANCE Amending the Multnomah County Code Chapter 11.15 by Amending Regulations Applicable to Grading and Filling Activities, and Clarifying Standards Applicable to Land Disturbing Activities within the Tualatin River Drainage Basin, and Declaring an Emergency
 6. C 3-91a First Reading of an ORDINANCE Amending the Multnomah County Code Chapter 11.15 by Restricting the Planned Development Subdistrict to the Urban and RC, RR and MUA-20 Rural Districts
 7. Business Certificate Application/Renewal Submitted by Planning Office with Recommendation for Approval as Follows: Division Street Auto Parts U-Pull-It Division, 13231 SE Division, Portland (Continued from March 28, 1991)
-

Tuesday, April 23, 1991 - 10:30 AM

Multnomah County Courthouse, Room 602

BOARD BRIEFING

8. Proposed Interim Solution to Accomodate Courtroom Needs and Board Discussion Concerning Sixth Floor Space Option and Implementation of Moves and Modifications. Presented by F. Wayne George and Jim Emerson
-

Tuesday, April 23, 1991 - 11:00 AM

Multnomah County Courthouse, Room 602

AGENDA REVIEW

9. Review of Agenda for Regular Meeting of April 23, 1991
-

Tuesday, April 23, 1991 - 1:30 PM - 3:00 PM

Multnomah County Courthouse, Room 602

WORK SESSION

1. Work Session to Receive Budget Recommendations from the Portland and Gresham Chambers of Commerce.
-

Wednesday, April 24, 1991 - 7:30 PM - 10:00 PM

Gresham City Hall Council Chamber
1333 NW Eastman Parkway, Gresham

PUBLIC HEARING

1. Public Hearing and Testimony on the Multnomah County Budget.
-

Thursday, April 25, 1991 - 9:30 AM

Multnomah County Courthouse, Room 602

BOARD BRIEFING

1. Liability Settlement of Litigation Regarding Taxation of 1980/87 Southern Pacific Railroad Property. Presented by County Counsel Larry Kressel and Kathy Tuneberg of the Assessment and Taxation Division
-

Thursday, April 25, 1991 - 9:45 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 In the Matter of the Multnomah County Appointments of Gene Bui, Terry Cook, Carolyn Piper and Paul Johnson to the County Comprehensive Housing Affordability Strategy (CHAS) Citizens Steering Committee; Paul Thalhofer to the Public and Assisted Housing Subcommittee; Peter Fornara to the Rental Housing Subcommittee; and Joanna Moyer to the Homeownership Subcommittee

REGULAR AGENDA

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-1 Approval of a Notice of Intent to Co-Sponsor a Grant Proposal for the Acquisition of 428 Acres of Sensitive Wetlands Located in Northwest Multnomah County Adjacent to the Multnomah Channel and Sauvie Island (Commonly Referred to as Burlington Bottoms)
- R-2 Second Reading and Possible Adoption of an ORDINANCE Amending Multnomah County Code Chapter 10.15.110, Park Fees
- R-3 ORDER in the Matter of the Execution of a Deed from Multnomah County, a Political Subdivision of the State of Oregon, for Certain Real Property for Dedicated Street Purposes (S.E. Hawthorne Street - Item No. 91-121)

DEPARTMENT OF HUMAN SERVICES

- R-4 Request for Approval of a Lease Agreement Between Multnomah County and the State of Oregon for the Use of 16 Dedicated Parking Spaces for Clients, Visitors and Staff of the Aging Services Division West Branch
- R-5 Ratification of an Intergovernmental Agreement Between the State of Oregon Health Division and Multnomah County to Provide Start Up Funds for Equipment and Installation to Establish a Toll-Free Telephone Number for the Use of Parents to Access Information About Health Care Providers and Practitioners Providing Health Care Services Under Title V and Title XIX
- R-6 Ratification of Revision No. 2 to the Intergovernmental Agreement Between the State Health Division and Multnomah County Providing Increased Grant Funding for Various County Programs

- R-7 Ratification of Revision No. 3 to the Intergovernmental Agreement Between the State Health Division and Multnomah County Providing Increased Grant Funding for Various County Programs
- R-8 Budget Modification DHS #24 Authorizing Changes in Health Division Appropriations Due to Changes in the State Health Division Revenue Agreement and Other Miscellaneous Revenue Sources
- R-9 Budget Modification DHS #28 Authorizing Transfer of One-Time Unexpended Personnel and Uncontracted Federal and State Grant Funds to Pay for an Aging Services Division Networked Computer Client Tracking System and Shifting of Materials and Services Line Items

NON-DEPARTMENTAL

- R-10 PROCLAMATION in the Matter of Proclaiming APRIL 28, 1991 as WORKERS MEMORIAL DAY in Multnomah County, Oregon
- R-11 In the Matter of Review and Approval of the Multnomah Cable Regulatory Commission, Program in Community Television and Multnomah Community Television Locally Oriented Programming Budgets Pursuant to an Intergovernmental Agreement Among the Jurisdictions of Gresham, Troutdale, Fairview, Wood Village and Multnomah County (Continued from April 18, 1991)

PUBLIC CONTRACT REVIEW BOARD

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

- R-12 ORDER in the Matter of a Sole Source Exemption to Purchase a Micro-Imager and Mainframe System from Eastman Kodak Company

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

Meeting Date: APR 23 1991

Agenda No.: B-8

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

SUBJECT: Courtroom Space Plan

BCC Informal 4-23-91 BCC Formal _____
(date) (date)

DEPARTMENT Environmental Services DIVISION Facilities & Property Management

CONTACT Jim Emerson TELEPHONE 248-3322

PERSON(S) MAKING PRESENTATION F. Wayne George, Jim Emerson

ACTION REQUESTED:

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☒ APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: 30 Minutes

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: X

BRIEF SUMMARY (include statement of rationale for action requested, as well as personnel and fiscal/budgetary impacts, if applicable):

Presentation of interm solution to accomodate Courtroom needs, as followup to Board direction of 4-9-91. Board asked to select one of two options for 6th floor space, and to approve implementation of moves and modifications.

(If space is inadequate, please use other side)

SIGNATURES:

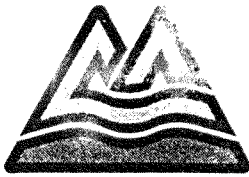
ELECTED OFFICIAL _____

Or

DEPARTMENT MANAGER 

(All accompanying documents must have required signatures)

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1991 APR 16 PM 2:14



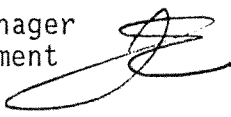
MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
DIVISION OF FACILITIES AND
PROPERTY MANAGEMENT
2505 S.E. 11TH AVENUE
PORTLAND, OREGON 97202
(503) 248-3322

GLADYS McCOY
MULTNOMAH COUNTY CHAIR

MEMORANDUM

TO: Board of County Commissioners

FROM: Jim Emerson, Construction Manager
Facilities & Property Management 

DATE: April 19, 1991

SUBJECT: COURTROOM SPACE PLAN

We will be meeting with you on April 23, with the objective of receiving approval for implementation of the plan offered by the Courts at our April 9 meeting; that is, modifications to two Justice Center courtrooms for trial use and conversion of Commissioner Bauman's suite to a Judicial Mediation Center. The Courts have stipulated that the Justice Center solution be considered as an interim use, for no more than 12 months.

The attached material will be reviewed: cost estimates, a preliminary schedule, and schematic floor plans. Two options are shown for accommodating the 4 people displaced out of Room 606: the Mead Building and Courthouse 6th Floor. We hope to select one of these options at our meeting.

Facilities Management cannot represent that the attached scheme is fully descriptive of what the Courts will accept, but it is a scheme the County can perform. The Courts may elect to negotiate with you for a different outcome.

Please feel free to call me at x3322 if you have questions.

JM:700Fac:jl
Attachments

c: Doug Bray
F. Wayne George
Hank Miggins
Paul Yarborough

JUSTICE CENTER COURTROOM SCRUNCH PLAN

Preliminary Cost Estimates

A. Justice Center

| | |
|---------------------------------------|------------------|
| Demolition of Defendant Docks (2) | \$ 3,000 |
| Jury Boxes 12-Seat Permanent (2) | 24,000* |
| Jury Seating Permanent | 7,000 |
| New Sallyport/Doors/Control Intertie | 35,000 |
| Jury Room Wall, HVAC, Sound Isolation | 15,000 |
| Design and Bid Costs | 8,000 |
| Contingency (9%) | <u>\$ 8,000</u> |
| | <u>\$100,000</u> |

*Temporary Jury Boxes could be set-up for: 10,000

B. Courthouse

1. BCC Together:

| | |
|------------------------------|------------------|
| Build Office | \$ 2,500 |
| Telephone/Computer Lines (9) | 300 |
| Movers | 2,500 |
| Herman Miller Pieces | 2,000 |
| Staff Conference Room | 2,500 |
| Contingency | 1,200 |
| | <u>\$ 11,000</u> |

BCC TOGETHER TOTAL \$111,000

2. BCC Split

| | |
|------------------------------|-----------------|
| Telephone/Computer Lines (5) | \$ 1,000 |
| Movers | 1,000 |
| Contingency | 300 |
| | <u>\$ 2,300</u> |

BCC SPLIT TOTAL \$102,000

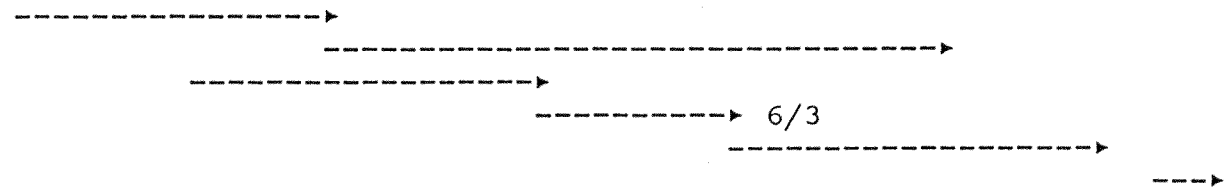
JUSTICE CENTER COURTROOM SCRUNCH PLAN

Preliminary Schedule

| Start | | | | | | | | Finish |
|-------|-----|------|------|------|-----|-----|------|--------|
| 4/23 | 5/1 | 5/10 | 5/17 | 5/24 | 6/7 | 7/5 | 7/19 | 8/2 |

Decision Work

Justice Center
 Bid Exemption
 Approval (All Work)
 Order Doors
 Design
 Permits
 Construction
 Moves



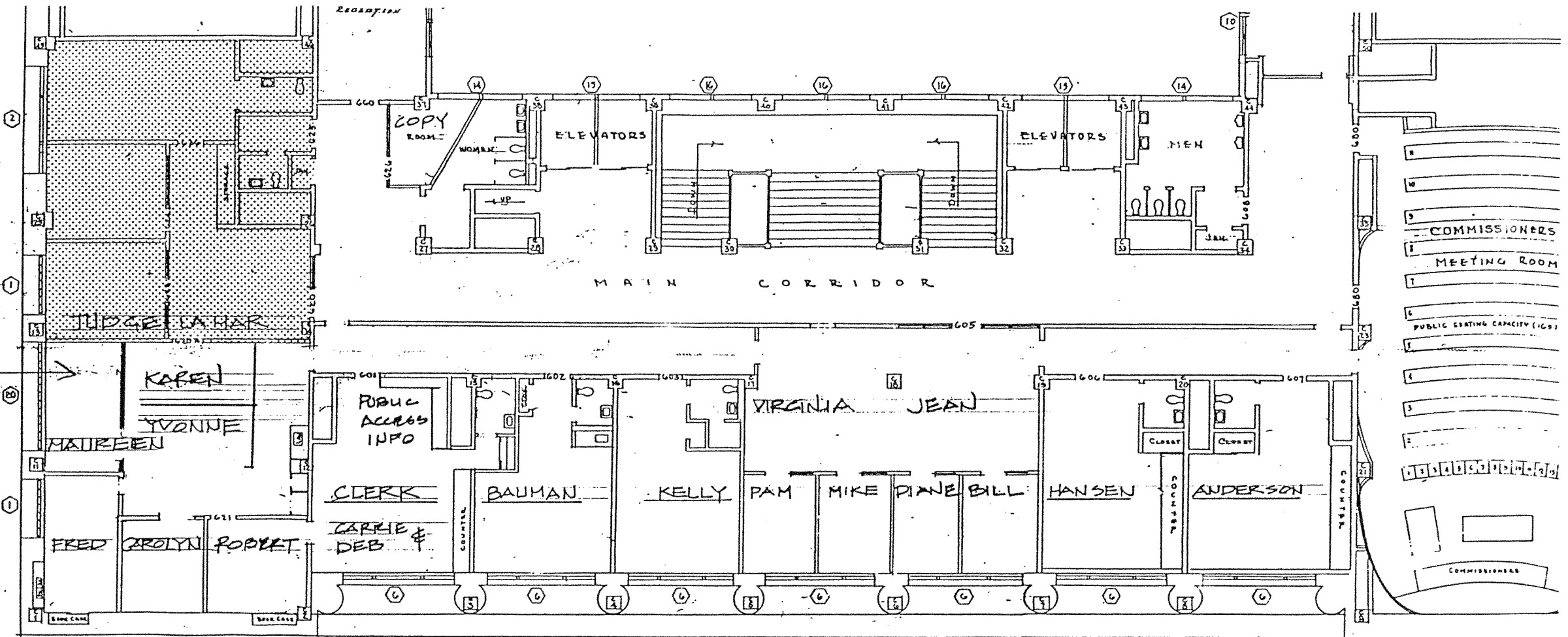
Courthouse
 (BCC Together)
 Build Walls
 Moves
 Herman Miller
 Installation



Approx. 15 weeks/start to finish

1 BCC TOGETHER
ALL COMMISSIONERS
ON 6TH FLOOR.

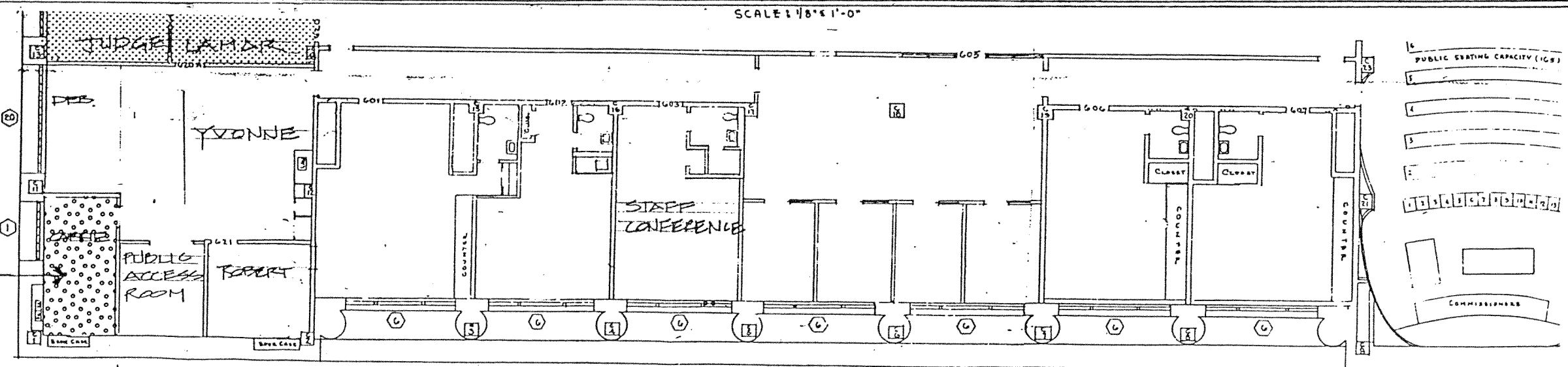
- CLERK STORAGE TO BASEMENT
- STAFF CONFERENCE RM BUILT ON 8TH FLR.



6TH FLOOR PLAN
MULTNOMAH COUNTY COURT HOUSE
SCALE: 1/8" = 1'-0"

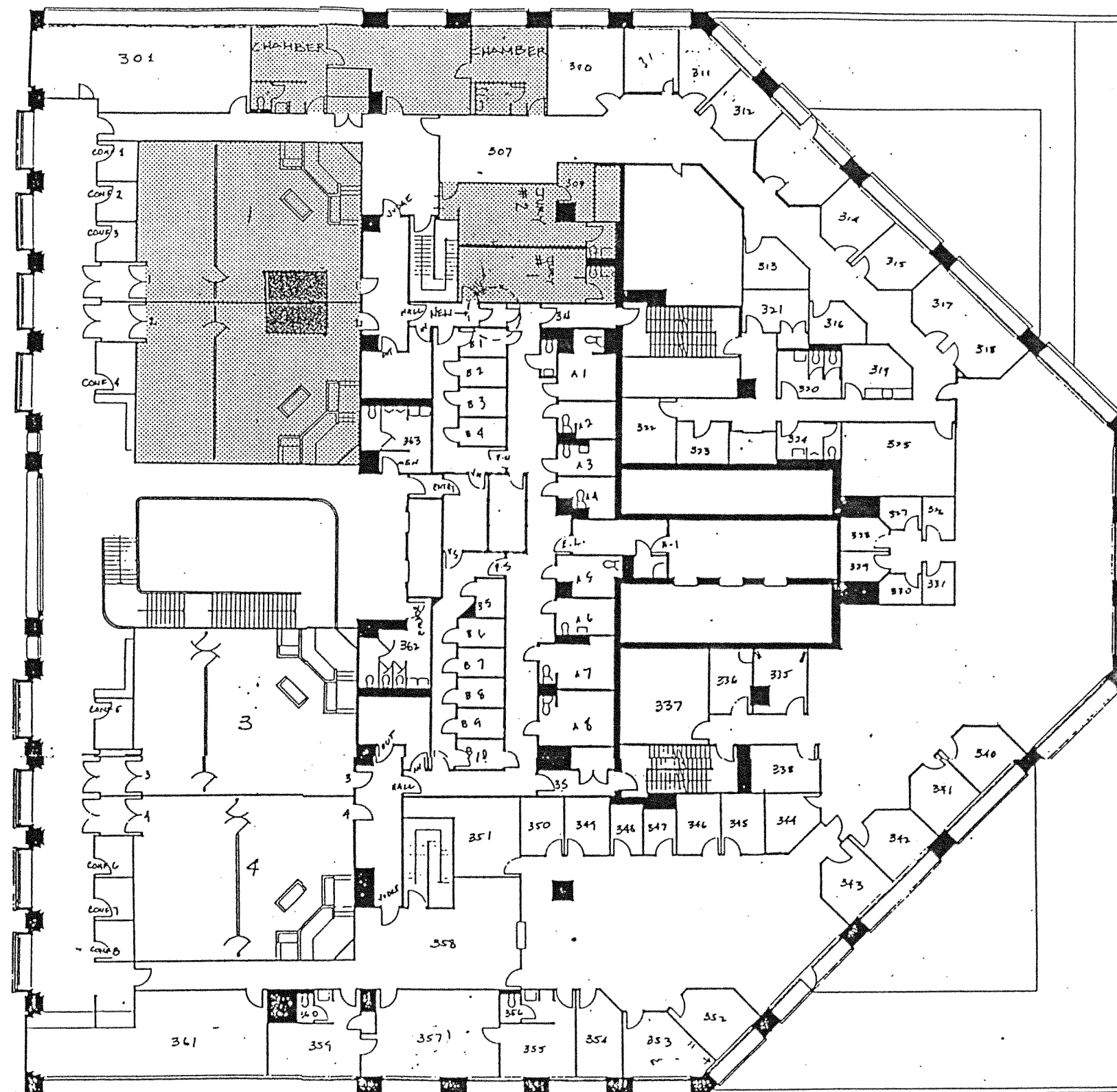
2. BCC SPLIT
1 COMMISSIONER
& STAFF TO MEAD
BLDG #508

CARRIE



6TH FLOOR PLAN
MULTNOMAH COUNTY COURT HOUSE
SCALE: 1/8" = 1'-0"

by DES-FM
4-17-91



3-Floor Plan
Courts & Corrections

JUSTICE CTR

01 4 8 16


4-16-91



Portland Chamber

April 23, 1991

TO: Gladys McCoy, Multnomah County Chair

FROM: Donald S. McClave, President and Chief Executive Officer 

RE: Initial Findings from the Portland Metropolitan and Gresham Area Chambers
Multnomah County Budget Terms

In a memorandum to you on April 11th, I discussed a number of actions which could be taken immediately to reduce county expenditures and conserve funds. The letter outlined some short term and long term actions that you could take to balance your budget without decimating programs or increasing taxes. This memorandum discusses some of the initial findings in the second phase of our effort to work with the County in developing a budget for the 1991-92 fiscal year.

As you know we strongly feel that an increase in business income tax would create an exodus of existing businesses, taking with them jobs and revenue to fund necessary county services. Multnomah County would be left with more and more people needing essential services with fewer and fewer businesses providing the taxes and jobs to support those services.

During phase two we assigned seven teams made up of 32 chamber volunteers to do a "crash" review of county department budgets. We did all but the library.

Despite the fact that review times were short - 10-12 hours per team - and there was some discomfort in dealing with very soft figures, the results of the team reporting session last Wednesday left no doubt that the budget could be balanced, some programs reduced, but would not need to be eliminated, and that this could be done without an increase in taxes.

It should also be noted that because we are dealing with such "fuzzy" numbers it is important to plan for a mid-year budget revision. Tax assessments will be in, and state legislative decisions and their impact upon county revenues would have been established. The county would then have hard figures to work with.

Teams met with department directors, discussing the budget priorities and reviewed the places they chose to cut their budgets. Our teams agreed that some management discretion may be a good thing, but there was unanimous agreement that it doesn't work well in cutting budgets. Management must have a firm, clear, across-the-board directives from those in charge as to where they are expected to cut their budget. No one likes to stand out as the "bad guy" with their employees.

County management needs to know from you that additional administrative level cuts WILL be required from everyone, and that everyone will be expected to pare back on all expense areas, not on program delivery. Indeed, our volunteers were absolutely shocked that a spending reduction on all areas was not instituted immediately following the November vote.

What follows are some highlights from our reporting session:

- * INSTITUTE A SPENDING FREEZE AS OF MAY 1, and require that 20% of each remaining budget be moved to FY 1991-92 beginning work capital. 80% would be left for balance of the year spending.
- * NO NEW HIRES, LEAVE VACANCIES UNFILLED and create an exceptions process. A critical review of current staffing levels is recommended. The county overall seems middle management "heavy," i.e.:
 - o Looking at number of the exempt employees, we found that 1990-91 FY budgeted for 407 exempt employees - latest count as of April 1991 was 435, this despite a "limited" hiring freeze directed by the chair in December 1990. Why?
 - o \$438,898 is budgeted for positions that are currently vacant in the Department of General Services (none were tax collectors or appraisers). We did not do counts of other departments.
 - o The average base pay plus benefits for the 3,194 county employees in last year's (FY 1990-91) budget was \$40,997. If an "attrition and no new hires to fill vacancies policy" was enforced the county could save millions, as that average will be even higher with the increases for FY 1991-92.
- * RESTRICT TRAINING/TRAVEL/EDUCATION limit it to those areas absolutely mandatory for conducting county business. This is a \$600,000+ budget item, much of it desirable, but not required.
- * ELIMINATE AUTOMATIC "INFLATION ADJUSTMENT" figured this budget year at 5.6% for an FY 1991-92 cost of \$2.4 million dollars (budget sum - 1 budget book) and do an across-the-board reduction of an additional 5% for materials & services and capital outlay. Conservatively, this could reduce short fall nearly \$4 million.
- * REVIEW ALL OF THE COUNTY'S MANDATED SERVICE LEVELS: The county is providing services in many areas above reimbursement levels and above that required by mandates. Some examples:
 - o You could return Community Corrections to the state under what is known as Option 3, saving an estimated \$1.4 million.
 - o River Patrol costs the county \$128,000 over the \$250,000 reimbursement for a total of \$378,000.
- * INSTITUTE A SPENDING FREEZE ON ALL MANAGEMENT INFORMATION SYSTEMS, DATA PROCESSING AND TELECOMMUNICATIONS EQUIPMENT, until these systems have had a thorough review to include an evaluation of need, compatibility, consolidation, and cost-effectiveness. Most of our teams expressed serious concern about the millions of dollars proposed to be spent in this area.
- * REORGANIZE COUNTY DEPARTMENTS:

As the teams discussed the roles of the departments, some of the divisions were not logical. County functions could be better organized to provide administrative and service efficiencies. In addition, some county functions should be handed off to other governments (e.g. dog control, planning).

* ESTABLISH AN EMPLOYEE INCENTIVE SYSTEM:

According to some of our participants, both in private and public sector, cash bonuses up to a certain amount for cost-saving ideas are morale building and very effective. One of our team members offered to meet with the county to share their process and experience.

* REVIEW AND ASSESS ALL MAINTENANCE CONTRACTS:

Several participants felt the costs appeared to be out-of-line but there was not time to find out if there are good reasons for this. A quick tally of the maintenance contracts listed in the FY 1991-92 budget, excluding the road fund, is \$1,897,254.00.

* WAGES/BENEFITS:

Wages are very competitive with the private sector, but the level of benefits, especially for health/dental care, is extremely generous - and costly. Full coverage for employee and families is provided.

Automatic step increases of 3% are given each year, pay equity, (\$800,000 FY 1991-92) and cost of living adjustment (COLA's). Kudo's to Local 88, the largest union which signed a one year contract without this year's COLA. The sheriff's department COLA at 5.6% will cost approximately \$2 million. No offer was made to give it up.

Annual bus passes (cost \$318) are given to exempt employees who want them.

Salaried employees are paid by the hour instead of monthly. Why? FY 1991-92 budgeted \$500,000 more this year to pay for the extra two days. We do not know how much of this goes to salaried employees vs. those who are hourly workers.

* CONTRACT OUT SERVICES PERFORMED WHENEVER POSSIBLE. RFP'S SHOULD DETERMINE IF COST-EFFECTIVE.

* CREATE A FACILITIES MANAGEMENT COMMITTEE TO REVIEW COUNTY PROPERTIES/LEASES TO DEVELOP POLICY DIRECTION AND COUNTY PLAN.

* REVIEW FLEET COSTS AND USE OF COUNTY-OWNED VEHICLES.

Many of these suggestions amplify our earlier recommendations although we did not touch on all of them, just as it has not been possible to list here all of the ideas brought forth by our teams.

We look on this as a good start on a very long road, with the expectation that we will continue working with you not only throughout this budget process, but into the future as well.

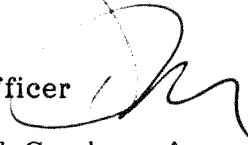
1028G/aeH



Portland Chamber

April 23, 1991

TO: Gladys McCoy, Multnomah County Chair

FROM: Donald S. McClave, President and Chief Executive Officer 

RE: Initial Findings from the Portland Metropolitan and Gresham Area Chambers
Multnomah County Budget Terms

In a memorandum to you on April 11th, I discussed a number of actions which could be taken immediately to reduce county expenditures and conserve funds. The letter outlined some short term and long term actions that you could take to balance your budget without decimating programs or increasing taxes. This memorandum discusses some of the initial findings in the second phase of our effort to work with the County in developing a budget for the 1991-92 fiscal year.

As you know we strongly feel that an increase in business income tax would create an exodus of existing businesses, taking with them jobs and revenue to fund necessary county services. Multnomah County would be left with more and more people needing essential services with fewer and fewer businesses providing the taxes and jobs to support those services.

During phase two we assigned seven teams made up of 32 chamber volunteers to do a "crash" review of county department budgets. We did all but the library.

Despite the fact that review times were short - 10-12 hours per team - and there was some discomfort in dealing with very soft figures, the results of the team reporting session last Wednesday left no doubt that the budget could be balanced, some programs reduced, but would not need to be eliminated, and that this could be done without an increase in taxes.

It should also be noted that because we are dealing with such "fuzzy" numbers it is important to plan for a mid-year budget revision. Tax assessments will be in, and state legislative decisions and their impact upon county revenues would have been established. The county would then have hard figures to work with.

Teams met with department directors, discussing the budget priorities and reviewed the places they chose to cut their budgets. Our teams agreed that some management discretion may be a good thing, but there was unanimous agreement that it doesn't work well in cutting budgets. Management must have a firm, clear, across-the-board directives from those in charge as to where they are expected to cut their budget. No one likes to stand out as the "bad guy" with their employees.

County management needs to know from you that additional administrative level cuts WILL be required from everyone, and that everyone will be expected to pare back on all expense areas, not on program delivery. Indeed, our volunteers were absolutely shocked that a spending reduction on all areas was not instituted immediately following the November vote.

What follows are some highlights from our reporting session:

- * INSTITUTE A SPENDING FREEZE AS OF MAY 1, and require that 20% of each remaining budget be moved to FY 1991-92 beginning work capital. 80% would be left for balance of the year spending.
- * NO NEW HIRES, LEAVE VACANCIES UNFILLED and create an exceptions process. A critical review of current staffing levels is recommended. The county overall seems middle management "heavy," i.e.:
 - o Looking at number of the exempt employees, we found that 1990-91 FY budgeted for 407 exempt employees - latest count as of April 1991 was 435, this despite a "limited" hiring freeze directed by the chair in December 1990. Why?
 - o \$438,898 is budgeted for positions that are currently vacant in the Department of General Services (none were tax collectors or appraisers). We did not do counts of other departments.
 - o The average base pay plus benefits for the 3,194 county employees in last year's (FY 1990-91) budget was \$40,997. If an "attrition and no new hires to fill vacancies policy" was enforced the county could save millions, as that average will be even higher with the increases for FY 1991-92.
- * RESTRICT TRAINING/TRAVEL/EDUCATION limit it to those areas absolutely mandatory for conducting county business. This is a \$600,000+ budget item, much of it desirable, but not required.
- * ELIMINATE AUTOMATIC "INFLATION ADJUSTMENT" figured this budget year at 5.6% for an FY 1991-92 cost of \$2.4 million dollars (budget sum - 1 budget book) and do an across-the-board reduction of an additional 5% for materials & services and capital outlay. Conservatively, this could reduce short fall nearly \$4 million.
- * REVIEW ALL OF THE COUNTY'S MANDATED SERVICE LEVELS: The county is providing services in many areas above reimbursement levels and above that required by mandates. Some examples:
 - o You could return Community Corrections to the state under what is known as Option 3, saving an estimated \$1.4 million.
 - o River Patrol costs the county \$128,000 over the \$250,000 reimbursement for a total of \$378,000.
- * INSTITUTE A SPENDING FREEZE ON ALL MANAGEMENT INFORMATION SYSTEMS, DATA PROCESSING AND TELECOMMUNICATIONS EQUIPMENT, until these systems have had a thorough review to include an evaluation of need, compatibility, consolidation, and cost-effectiveness. Most of our teams expressed serious concern about the millions of dollars proposed to be spent in this area.
- * REORGANIZE COUNTY DEPARTMENTS:

As the teams discussed the roles of the departments, some of the divisions were not logical. County functions could be better organized to provide administrative and service efficiencies. In addition, some county functions should be handed off to other governments (e.g. dog control, planning).

* ESTABLISH AN EMPLOYEE INCENTIVE SYSTEM:

According to some of our participants, both in private and public sector, cash bonuses up to a certain amount for cost-saving ideas are morale building and very effective. One of our team members offered to meet with the county to share their process and experience.

* REVIEW AND ASSESS ALL MAINTENANCE CONTRACTS:

Several participants felt the costs appeared to be out-of-line but there was not time to find out if there are good reasons for this. A quick tally of the maintenance contracts listed in the FY 1991-92 budget, excluding the road fund, is \$1,897,254.00.

* WAGES/BENEFITS:

Wages are very competitive with the private sector, but the level of benefits, especially for health/dental care, is extremely generous - and costly. Full coverage for employee and families is provided.

Automatic step increases of 3% are given each year, pay equity, (\$800,000 FY 1991-92) and cost of living adjustment (COLA's). Kudo's to Local 88, the largest union which signed a one year contract without this year's COLA. The sheriff's department COLA at 5.6% will cost approximately \$2 million. No offer was made to give it up.

Annual bus passes (cost \$318) are given to exempt employees who want them.

Salaried employees are paid by the hour instead of monthly. Why? FY 1991-92 budgeted \$500,000 more this year to pay for the extra two days. We do not know how much of this goes to salaried employees vs. those who are hourly workers.

* CONTRACT OUT SERVICES PERFORMED WHENEVER POSSIBLE. RFP'S SHOULD DETERMINE IF COST-EFFECTIVE.

* CREATE A FACILITIES MANAGEMENT COMMITTEE TO REVIEW COUNTY PROPERTIES/LEASES TO DEVELOP POLICY DIRECTION AND COUNTY PLAN.

* REVIEW FLEET COSTS AND USE OF COUNTY-OWNED VEHICLES.

Many of these suggestions amplify our earlier recommendations although we did not touch on all of them, just as it has not been possible to list here all of the ideas brought forth by our teams.

We look on this as a good start on a very long road, with the expectation that we will continue working with you not only throughout this budget process, but into the future as well.

1028G/aeH

PERSONNEL COSTS - 1990-91 BUDGET (Last Year's Budget)
Base Pay and Benefits Costs - By Bargaining Unit

| Bargaining Unit* | TOTAL ALL FUNDS FTE** | Total Base Pay | Total Benefits | Total Base and Benefits | Average By BU Base Pay | Average Benefits | Average Base and Benefits |
|--------------------------------|-----------------------|---------------------|---------------------|-------------------------|------------------------|------------------|---------------------------|
| Deputy DA's (13) | 68.90 | 2,871,059 | 1,132,111 | 4,003,170 | 41,670 | 16,431 | 58,101 |
| ONA (22) | 210.64 | 6,913,143 | 2,893,420 | 9,806,563 | 32,820 | 13,736 | 46,556 |
| "Crafts" (48,87,5555) | 34.93 | 1,163,335 | 479,768 | 1,643,103 | 33,305 | 13,735 | 47,040 |
| AFSCME (88,8088) | 2,027.11 | 47,548,864 | 21,408,356 | 68,957,220 | 23,456 | 10,561 | 34,018 |
| Tax Supervising Employees (92) | 4.00 | 141,387 | 57,573 | 198,960 | 35,347 | 14,393 | 49,740 |
| Elected Officials (93) | 8.00 | 280,330 | 116,937 | 397,267 | 35,041 | 14,617 | 49,658 |
| "Exempt" (99) | 407.27 | 16,503,120 | 6,693,002 | 23,196,122 | 40,521 | 16,434 | 56,955 |
| Deputy Sheriffs (117) | 128.26 | 5,053,519 | 2,519,009 | 7,572,528 | 39,401 | 19,640 | 59,040 |
| Corrections Officers (223) | <u>305.46</u> | <u>9,997,115</u> | <u>5,196,450</u> | <u>15,193,565</u> | <u>32,728</u> | <u>17,012</u> | <u>49,740</u> |
| TOTAL | 3,194.57 | \$90,471,872 | \$40,496,626 | \$130,968,498 | \$28,321 | \$12,677 | \$40,997 |

* Deputy DA's (13)
 ONA (22) Oregon Nurses' Association
 "Crafts" (48,87,55,5555) Electricians, Plant Maintenance Engineers, Painters
 AFSCME (88,8088) General municipal employees
 Tax Supervising Employees (92) Staff of the Independent Tax Supervising and Conservation Commission
 Elected Officials (93) Board of Commissioners, Sheriff, D. A., Auditor
 "Exempt" (99) Managers, supervisors, "professionals"
 Deputy Sheriffs (117)
 Corrections Officers (223)

** FTE "Full Time Equivalents" - converts employees who work less than 40 hours a week to fractions of budgeted positions



Portland Chamber

April 11, 1991

Chair Gladys McCoy
Multnomah County Commission
1021 S.W. Fourth Avenue
Portland, OR 97204

Dear Chair McCoy:

The next several weeks are going to be a critical time for the Multnomah County Commission as you go through the process of approving an operating budget for the 1991-92 fiscal year. The revenue shortfall caused by the passage of Ballot Measure 5 and the clear community reluctance to support additional taxes at this time means that new and innovative ways will have to be found to support vital services which the County provides.

As you know, the Chamber strongly believes that your basic approach should be to make a vigorous effort to generate funds for services by limiting expenses in every area. With the cooperation of your office and staff the Portland and Gresham chambers of commerce have fielded 7 teams with more than 30 business volunteers working with County departments in an effort to accomplish this objective. We hope to have some results in a few weeks and will pass them along to you at that time.

Nevertheless, it is clear that the Commission can act now to reduce expenses in several areas, as follows:

o Position Vacancies

The County should immediately freeze hiring, with exceptions to be approved only by a vote of the full Commission. At the present time, some 30-35 positions become vacant each month and while some must be filled, many can be left vacant for the time being. A reduction of 150-200 employees from the year end 1990 total could save at least \$3.5 - \$5.0 million during the coming fiscal year. While this does require increased productivity and added workloads for the remaining employees, it is preferable to laying off staff and is a commonly used technique in business and, indeed, in many public sector entities faced with budget crises.

o Training/Travel/Education

Only travel, education and training which are absolutely mandatory for conducting the County's business should be allowed. Attendance at conferences, seminars and meetings which are not required should be suspended for 1991-92. This ban should apply to all levels of the County, including Commissioners and their staffs. As in the case of new hires, the authority to grant exceptions to a general freeze should be reserved for the Commission itself.

- o Year-End Conservation of Funds

Department managers should be immediately instructed to cease non-required expenditures during the present fiscal year in order to conserve funds and build reserves.

- o New Programs

No new programs should be launched during 1991-92.

- o Fees

The County should act promptly to impose reasonable fees for the use of services such as parks, libraries, etc. Particular attention should be given to services which are widely used by non-residents of Multnomah County, where the imposition of higher fees may be appropriate.

- o Purchasing

Department "inflation adjustments" for supplies in the 1991-92 fiscal year should be eliminated. These budgets should remain at 1990-91 levels and you should require that any increases be justified by the requesting department. Whenever vendor costs rise, the use of alternate vendors or less expensive substitutes should be explored.

These are firm measures but are clearly called for to address the shortage of funds for County services during 1991-92. In business parlance Multnomah County is undergoing a financial "turnaround." Strong, decisive leadership and central policy direction is called for under these circumstances in order to conserve precious funds. This is not micromanagement or unwarranted interference in daily operations. Rather it is the establishment of consistent ground rules throughout the organization which provide policy guidance to managers and enable the realization of substantial cost savings.

Several longer-term opportunities also present themselves for study and action by the Commission. A few which should receive special attention are as follows:

- o Management Structure/Consolidation

Ways should be found to streamline and consolidate administrative functions within the County and to consolidate services which overlap with other jurisdictions. In addition, you should press ahead with efforts to regionalize services delivered by multiple local governments.

- o Property Management

County-owned buildings and land which are not in current use or needed for the future should be sold or leased in order to generate revenue. Revenues from this source should be used to defray the cost of future capital projects.

- o Vehicle Usage

Review usage of all county vehicles. Administrative usage, or usage by non-sworn personnel should be questioned and policies developed to reduce the number of owned vehicles.

o Data Processing

A full review of the data processing facilities should be conducted with a view toward consolidating and streamlining operations whenever possible.

Like the immediate action items, these suggestions cut across departmental lines and require policy direction from the Commission. While some can't be finalized in time to meet your 1991-92 budget deadline, new policies can be implemented throughout the year and savings realized as they occur.

We have begun what can be a long-term partnership to help the County reduce its costs and streamline operations in recognition of the revenue limitations imposed by Ballot Measure 5. The Chamber volunteers who began working with you this week will have additional recommendations later in the month and no doubt beyond that.

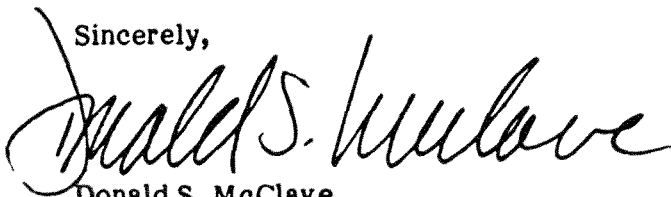
It is our hope that the Commission will sequester all funds saved through cost-cutting and allocate them where they are most needed to provide services. This approach is preferable to allowing each department to keep what it saves and use the funds for other purposes - a process which will frustrate the goal of channeling funds to key service areas.

As we have all learned since November, one of the side effects of Ballot Measure 5 has been to make it more difficult for local governments to accurately project revenues in advance. We have seen this at the State, the City of Portland and elsewhere. Fortunately, the Oregon economy is strong and most of the revenue surprises so far have been pleasant ones. Hopefully, that will be the case in Multnomah County as well when the effects of property reappraisal become apparent later this year.

Because of uncertainty over the revenue picture, the actual property tax savings (if any) to be realized by individuals and businesses, and the opportunity to realize further cost reductions within the County, your budget process should not include the imposition of any new or increased taxes at this time. There is simply no public or business support for added taxes and, in fact, such a move is certain to generate widespread opposition.

During the next year it will become more clear what the long-term financial needs of government at all levels of Oregon are going to be and what citizens are willing and able to support. The discussion of additional taxes should be put on hold until that time.

Sincerely,



Donald S. McClave
President and
Chief Executive Officer

1154D/dmp

cc: Commissioner Pauline Anderson
Commissioner Rick Bauman
Commissioner Gary Hansen
Commissioner Sharron Kelley



Portland Chamber
**NEWS
RELEASE**

MEDIA ALERT

April 23, 1991
FOR IMMEDIATE RELEASE
CONTACT: Carole Gutierrez or
Vanessa Blake, 503/228-9411

CHAMBER URGES SPENDING CUTS, NOT TAX INCREASES

Multnomah County Board of Commissioners stand at the cross roads for deciding the economic future of Multnomah County. Do we continue to take the high road to economic health where businesses and families grow and prosper? Or do we choose the alternate path descending into the world of urban blight where the core of the metropolitan area is devoid of businesses and jobs?

A decision to increase the business income tax in Multnomah County would be the first step in a downward spiral of business development in Multnomah County. Where is the incentive to locate in Multnomah County when neighboring counties - still close to essential services - offer a lower business tax burden?

An increase in business income tax would create an exodus of existing businesses, taking with them jobs and revenue to fund necessary county services. Multnomah County would be left with more and more people needing essential services with fewer and fewer businesses providing the taxes and jobs to support those services.

Businesses in Multnomah County already operate at a disadvantage. In March 1991, the Report of the Business License Review Committee completed for the City of Portland said "business activity in Portland is generally 3.66 percent more expensive than business activity in Beaverton, Oregon City or Lake Oswego." The report persuaded the Portland City Council to abandon plans to increase business license fees; an increase would have harmed business development and prosperity and thus, the economy of Portland.

- more -

Increasing business income tax - and driving business out of Multnomah County - is not necessary. The Portland and Gresham Chambers fielded 32 business volunteers in seven teams chaired by **Charles Swank**, director, **Deloitte & Touche**, to review Multnomah County's 1991-92 fiscal year budget. Their preliminary findings indicate obvious areas where millions upon millions of dollars can be cut without serious damage to programs or services. Some of the preliminary suggestions are:

1. Immediately freeze hiring, with exceptions approved by a special committee.

A reduction of only 150 to 200 employees from the 1990 year end total could save at least **\$3.5 to \$5 million**. In one department alone where a vacancy count was done, nearly **\$440,000** could be saved if the vacancies remain unfilled. Wages and benefits of the county's more than 3,000 workforce average more than **\$40,000** in base pay.

2. Eliminate automatic "inflation adjustments."

At 5.6 percent, the inflation adjustments for materials, services and equipment account for more than **\$2.4 million** of the fiscal year 1991-92 budget. If these were scaled back 5 percent we could save nearly **\$4 million**.

3. Freeze spending on all management information systems, data processing and telecommunications equipment until they can be thoroughly reviewed.

Most of our teams expressed serious concern about the millions of dollars proposed to be spent in this area. These systems need to have a thorough evaluation of need, compatibility, consolidation and cost-effectiveness before the monies are allocated for them.

- more -

4. Review all the county's mandated service levels.

The county is providing services in many areas above reimbursement levels **required by mandates**. For example, returning community corrections to the state under Option 3, a state plan that allows counties the option of providing community corrections or returning that function to the state, would save an estimated **\$1.4 million**.

5. Review and assess all maintenance contracts.

Several participants of the task force felt the costs appeared to be out of line but there was not time to find out why. A quick tally of the maintenance contracts listed in the fiscal year 1991-92 budget book, excluding the road fund, is nearly **\$1.9 million**.

6. Restrict training, travel and education.

More than \$600,000 is currently budgeted for training, travel and education. While this level of training is desirable, much of it is not mandatory for conducting county business.

The Chamber also suggests that the county plan for a mid-year budget revision. The numbers in the budget proposal are not firm - we do not yet know what the property tax assessments will be nor do we know what state legislative decisions will be made or their impact on the county budget process.

Passage of Ballot Measure 5 provides Multnomah County with an ideal opportunity to consider internal reorganization - to streamline administrative functions and to consider consolidations with other internal agencies which are sure to result in cost savings in the county's day-to-day operations.

Until we have a firmer idea of the real numbers, the Portland Chamber strongly urges Multnomah County to make every effort to generate the funds for services by limiting expenses in every area. Multnomah County should take the same position as the state and the City of Portland - now is not the time to be asking for replacement revenues.

4-4-4

The Portland Metropolitan Chamber of Commerce, with approximately 2,500 member businesses, is the largest business organization based in Oregon.

#

1312I/aeH



Portland Chamber

Carole Gutierrez
Editor

Portland Metropolitan Chamber of Commerce
221 N.W. Second Avenue
Portland, Oregon 97209
503 228 9411 *FAX 503 228 5126*



GLADYS McCOY, Multnomah County Chair

Room 134, County Courthouse
1021 S.W. Fourth Avenue
Portland, Oregon 97204
(503) 248-3308

MEMORANDUM

TO: Department Managers
Board of County Commissioners

FROM: Gladys McCoy
County Chair *[Signature]*

DATE: April 19, 1991

RE: Hiring Freeze

In my continuing efforts to realize any and all internal efficiencies and savings, I am today absolutely freezing all external hirings. This does not include internal transfers or promotions. Any position you believe is critical must have my personal approval. Without my approval, the Personnel Director is instructed to refuse to process all requests.

These are difficult times and require difficult measures. Your understanding and support is appreciated.

cc: Hank Migggins
Auditor
District Attorney
Sheriff