

ANNOTATED MINUTES

Tuesday, December 4, 1990 - 9:30 AM
Multnomah County Courthouse, Room 602

PLANNING ITEMS

1. Second Reading and Possible Adoption of an ORDINANCE Adopting the Multnomah County Bicycle Master Plan and Amending the Bikeways Plan Map of the Comprehensive Framework Plan Policy 33C (from November 13, 1990)

TESTIMONY HEARD. ORDINANCE 668 APPROVED

2. FINAL ORDER in the Matter CU 19-90, Review of a Decision of the Planning Commission, Denying the Entire Application of a Conditional Use Request for Property Located at 9825 NW Kaiser Road (from October 23, 1990)

ORDER 90-198 APPROVED - SEE SUPPLEMENTAL AGENDA - UNANIMOUS CONSENT ITEM - THURSDAY, DECEMBER 6, 1990

Tuesday, December 4, 1990 - 10:30 AM
Multnomah County Courthouse, Room 602

INFORMAL BRIEFING

3. Review by Departments of Zero Based Budget Packages. (Continued from November 26, 1990 Policy Development Committee Meeting)
-

Tuesday, December 4, 1990 - 1:30 PM
Multnomah County Courthouse, Room 602

INFORMAL BRIEFINGS

4. Informal Summary of 1990-91 Board of Equalization Session Detailing Statistics of Assessed Properties Reduced and Sustained. Presented by Jane Rhodes, Board I Chair. (1:30 PM TIME CERTAIN)
5. Impact of Expanded Supervision Programs and Sentencing Guidelines on Matrix Releases from Multnomah County Jails and New Programs for Drug Monitoring of Offenders. Presented by Sheriff Bob Skipper, Grant Nelson, Doug Bray, Bill Wood, Kelly Bacon and Cary Harkaway. (Rescheduled from November 20, 1990 - 1:45 PM TIME CERTAIN)
6. Informal Review of Formal Agenda of December 6, 1990 - (3:00 PM TIME CERTAIN)

Wednesday, December 5, 1990 - 9:00 AM - 12:00 PM
Multnomah County Courthouse, Room 602

WORK SESSION

Discussion of Policy Directions to Prepare the 1991-92
Budget

WORK SESSION SCHEDULED TO CONTINUE NEXT
WEDNESDAY, DECEMBER 12, 1990 - 9:00 AM - NOON
AND 1:00 PM - 4:00 PM

SUPPLEMENTAL AGENDA

Thursday, December 6, 1990 - 9:30 AM
Multnomah County Courthouse, Room 602

UNANIMOUS CONSENT ITEM

NON-DEPARTMENTAL

ORDER in the Matter of CU 19-90, Correcting the Order Dated
December 4, 1990, Affirming the Planning Commission's
Denial of an Application for a Conditional Use Permit

ORDER 90-204 APPROVED

Thursday, December 6, 1990 - 9:30 AM
Multnomah County Courthouse, Room 602

FORMAL MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

C-1 In the Matter of the Reappointments of Janet Chandler, Kao
Chin, Donnie Griffin and Carolyn Leonard to the
Metropolitan Human Relations Commission for Terms Expiring
December 30, 1993

APPROVED

JUSTICE SERVICES

SHERIFF'S OFFICE

C-2 Request for Approval of Transfer of Found/Unclaimed
Property - List 90-5 - From the Sheriff's Office to the
Department of General Services for Sale or Disposal as
Provided Pursuant to Multnomah County Code 7.70

APPROVED

- C-3 Liquor License Application Renewals Submitted by Sheriff's Office with Recommendation for Approval as Follows:
Dispenser Class A for (a) Biff's Seafood Restaurant, 12840 SE Stark, Portland; (b) Royal Chinook Inn, 2609 E Corbett Hill Rd, Corbett.
Package Store for (c) David's Market, 12217 SE Foster Rd, Portland; (d) Original Steer Market, 12348 SE Division, Portland.

APPROVED

REGULAR AGENDA

DEPARTMENT OF HUMAN SERVICES

HEALTH SERVICES AND SOCIAL SERVICES DIVISIONS

- R-1 PROCLAMATION in the Matter of Proclaiming December 9 - 15, 1990 as Drunk and Drugged Driving Awareness Week

PROCLAMATION 90-199 APPROVED

- R-2 First Reading and Possible Adoption of an ORDINANCE Amending MCC 6.32.010, 6.32.040 and 6.32.120 to Permit Creation of an Ambulance User Fee to Fund the Cost of Multnomah County Emergency Medical Services Administration, and Declaring an Emergency

TESTIMONY HEARD. ORDINANCE 669 APPROVED

NON-DEPARTMENTAL

- R-3 RESOLUTION in the Matter of Requesting the Oregon Liquor Control Board to Require Alcohol Content Labeling of all Malt Beverages Sold in Oregon

RESOLUTION 90-200 APPROVED

- R-4 RESOLUTION in the Matter of the Provision of Primary Health Care Services to Low Income and Disadvantaged Residents of Multnomah County

RESOLUTION 90-201 APPROVED

- R-5 Budget Modification NOND #5 Authorizing Reduction of \$320,000 from Beginning Working Capital within the Special Appropriation Data Processing Section of the Information Services Division to Reflect Project Costs

APPROVED

DEPARTMENT OF GENERAL SERVICES

- R-6 First Reading of an ORDINANCE amending Ordinance No. 511 by Adding Provisions for Telecommunications Planning, Funding and Project Management

TESTIMONY HEARD. FIRST READING APPROVED.
SECOND READING SCHEDULED FOR THURSDAY, DECEMBER 13, 1990.

R-7 Second Reading and Possible Adoption of an ORDINANCE Relating to Retiree Medical Insurance for Employees Not Covered by Collective Bargaining Agreements and Amending Ordinance No. 534 as Amended by Ordinance No. 629 (from November 15, 1990)

TESTIMONY HEARD. ORDINANCE 670 APPROVED

JUSTICE SERVICES

SHERIFF'S OFFICE

R-8 Ratification of an Intergovernmental Agreement Between Oregon State Police and Multnomah County to Control Access to Oregon's Criminal Offender Information System via the Multnomah Automated Information Network

APPROVED

COMMUNITY CORRECTIONS

R-9 Budget Modification DCC #5 Authorizing Reclassification of an Office Assistant 3 Position to a Clerical Unit Supervisor within the Probation Services Division

APPROVED

DISTRICT ATTORNEY

R-10 Ratification of an Intergovernmental Agreement Between the Metropolitan Service District, Exposition-Recreation Commission and Multnomah County to Provide Partial Funding for a Deputy District Attorney to Staff a Neighborhood Based Prosecution Pilot Project

APPROVED

R-11 Budget Modification DA #5 Authorizing Neighborhood Based Prosecution Project

APPROVED

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 Temporary Exemption to Contract with Civic Action Teams, Inc. for Weatherization Infiltration Services

ORDER 90-202 APPROVED

R-13 ORDER in the Matter of a Emergency Exemption to Replace the Trane Chiller Compressor in the Gill Building

ORDER 90-203 APPROVED

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

CONTINGENCY TRANSFERS

JUSTICE SERVICES

SHERIFF'S OFFICE

R-14 Budget Modification MCSO #7 Requesting \$4,198 from Contingency to Pay the Cost of Internal Revenue Service Penalties and Interest Incurred on the Sheriff's Gun Stores Account (from October 18, 1990)

TABLED

R-15 Budget Modification MCSO #8 Appropriating \$87,616 in Oregon Traffic Safety Commission Funds and Requesting \$50,633 in Matching Funds from Contingency to Continue the DUII Enforcement Program (from October 18, 1990)

REMOVED

R-16 Budget Modification MCSO #9 Requesting \$104,272 from Contingency for 4 Court Guard Positions Necessary Due to Opening an Additional Courtroom at the Justice Center and an Increase in the Number of Cases Heard on a Daily Basis (from October 18, 1990)

REMOVED

NON-DEPARTMENTAL

R-17 Budget Modification NOND #2 Requesting \$5,000 from General Fund Contingency to Fund the County's Support of the Northeast Work Force Center (from October 18, 1990)

TABLED

R-18 Budget Modification NOND #3 Requesting \$5,000 from General Fund Contingency to the Human Services Special Projects Professional Services Budget to Fund the County's Support of the Pacific Northwest First Annual Education Conference for African-American Youth and their Families (from October 18, 1990)

TABLED

R-19 Budget Modification NOND #4 Requesting \$35,465 from General Fund Contingency to the Social Services Division Youth Program Office Contracts Budget to Cover Continuation of the Morrison Center Sex Offender Program through June 30, 1991 (from October 18, 1990)

APPROVED

0094C/1-5/cap



MULTNOMAH COUNTY OREGON

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

GLADYS McCOY • CHAIR • 248-3308
PAULINE ANDERSON • DISTRICT 1 • 248-5220
GRETCHEN KAFOURY • DISTRICT 2 • 248-5219
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

DECEMBER 3 - 7, 1990

Tuesday, December 4, 1990 - 9:30 AM - Planning Items. . . .Page 2
Tuesday, December 4, 1990 - 10:30 AM - Informal Briefing. .Page 2
Tuesday, December 4, 1990 - 1:30 PM - Informal Briefings. .Page 2
Tuesday, December 4, 1990 - 3:00 PM - Agenda ReviewPage 2
Wednesday, December 5, 1990 - 9:00 AM - 12:00 PM.Page 3
Work Session
Thursday, December 6, 1990 - 9:30 AM - Formal Meeting . . .Page 3

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, December 4, 1990 - 9:30 AM

Multnomah County Courthouse, Room 602

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PUBLIC TESTIMONY WILL NOT BE TAKEN AT INFORMAL MEETINGS

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JUSTICE SERVICES

SHERIFF'S OFFICE

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PUBLIC CONTRACT REVIEW BOARD

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

PUBLIC CONTRACT REVIEW BOARD - continued

- R-12 ORDER in the Matter of a Temporary Exemption to Contract with Civic Action Teams, Inc. for Weatherization Infiltration Services
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CONTINGENCY TRANSFERS

JUSTICE SERVICES

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GLADYS McCOY, Multnomah County Chair

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

BCC Work Session
December 5, 1990
9:00 am to 12:50 pm

1 Opening, Ground Rules, and Agenda Review

Each Commissioner identified what they would like to happen at the meeting:

- Policy directions to guide reductions
- Timeline
- Means to explore efficiencies
- First round reduction areas
- \$24 million is seen as a bench make reduction
- Process to proceed
- Preliminary reductions

There was agreement to use the following ground rules: one person speaks at a time, treat each other with respect, and end at the agreed time.

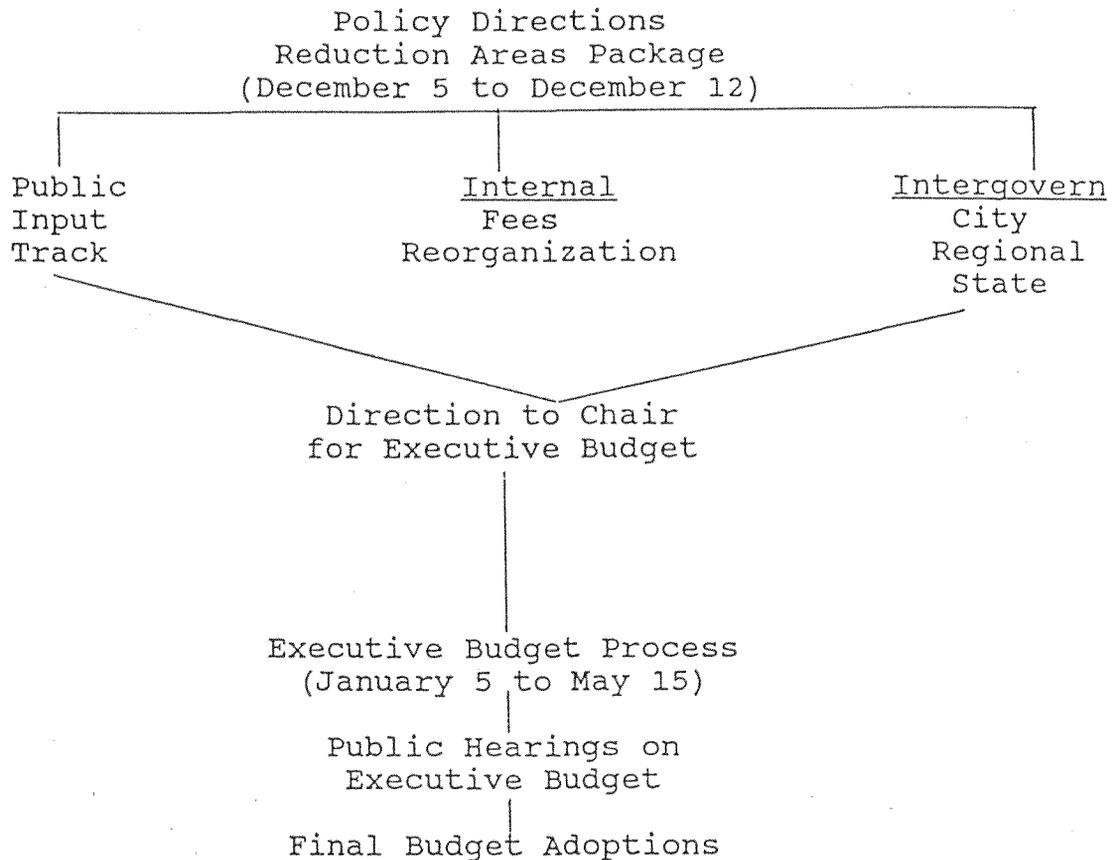
There was agreement to follow the agenda but the times would be flexible. If more time was needed on an agenda item, time would be allowed so work could be completed on that item.

2. Common objective and timeline:

The following are the consensus objectives of the Board concerning this budget process.

- *Provide clear policy direction and budget priorities of the Board to county departments, the public, and the County Chair concerning the 91-92 budget.
- *Seek to build consensus with other local jurisdictions and the State concerning the future of county services.

Consensus timeline and outline of process for the Board:



From the above process and timeline, the following committees were established with identified chairs (The City of Portland and County committee was the only committee with other members identified). Committees are to deal with the policy and technical issues in their identified area.

- * County Internal Issues : Chair, Commissioner Anderson
- * County/City of Portland Issues & Services : Chair, County Chair McCoy, Commissioner Bauman & Dave Warren
- * Regional Issues : Chair, Commissioner Kelley
- * State Issues : Chair, Commissioner-Elect Hansen

3. Common Policy Directions

The following are policy directions the Board of Commissioners came to consensus on concerning the 91-92 budget:

Public Safety & Health

- * Life & Death services should be the highest priority of county public health and safety programs.
- * Preserve essential, basic levels of service for public health and safety programs.
- * Emphasize healthy children and strong families through a continuum of services that focus on child abuse/family violence, prenatal care, and alcohol and drug abuse.

Reduction Guidelines

- * All departments will have reductions to bear some of the burden of Measure 5.
- * Treat employees fairly and well
- * Do not reduce funding that effectively leverages state, federal and/or private funds based on priorities of the Board and the County mission.
- * Need to look for reductions even in mandated services and ensure that low priority mandates are done at a minimum level.
- * Need to evaluate short-term, long-term, and life-cycle consequences in budget reductions.
- * Shrink and focus services through economies of scale and efficiencies.
- * Consolidate general and support services wherever possible and practical.
- * For programs we continue, do them efficiently and well.
- * Serious discussions with other local governments will begin immediately and continue throughout the budget process concerning opportunities to maximize efficiencies through economies of scale and transfer of functions.

Fees and Alternative Revenue

- * Explore user fees
- * Include other government agencies in the region and statewide in alternative revenue discussions in an attempt to develop a balanced mix of taxes and fees regionally.

The following are the committees and issues that need further examination:

County/City of Portland

- PMCOA and senior services
- CHIERS

County/City of Portland, continued...

- Prostitution alternatives
- MHRC
- Arts Commission
- Youth Centers
- Senior Centers
- Glendoveer
- Law Enforcement

Internal Services and Issues

- EMS (also regional)
- Non-fee supported environmental health
- Public Guardian
- Reorganization
- Centralize support services

Regional Issues:

- EMS (also internal)
- Teen clinics

State Issues:

- Public Guardian
- Food stamp program
- Extension services
- Soil & Water Conservation
(also see legislative package brochure)

4. Reduction Areas

As part of the discussion concerning the first round of reduction areas by the Board, it was decided the Chair direct all departments to develop reduction packages in their departments and describe what they would not do with a 10%, 18%, and 25% reduction of general funds. The Chair was directed to send out a memo requesting the above information as soon as possible.

The following are the first round reduction areas the Board considered:

General

- * 20% reduction of Board budgets (\$180,000)
- * 1 year salary freeze (includes contractors)
- * Across the board efficiency cuts of 3% by departments and elected officials (\$3.5 million)

Sheriff

- * Close MCCF when Inverness II opens (\$3.3 million) (no consensus of this)
- * Glendoveer capital (no consensus)
- * All other non-zero base packages (no consensus)

Department of General Services

- * All non-zero base packages

Department of Human Services (all items with an "X" receive support from at least two commissioners)

- * P.I.O. (X)
- * 2 new teen clinics (X)
- * Vector control
- * Needle exchange
- * EMS/CHIERS (X)
- * Hooper (DHS 32)
- * Public Guardian
- * Girls unit at JDH (X)
- * Youth Employment (X)
- * Accountability Work Project (X)
- * Env. Health not fee supported (DHS 10)
- * Primary care clinics
- * Teen clinics
- * Indigent Burial

Duane Zussy also provided the Board a three tiered approach in reducing general fund support for programs in DHS (see attached)

Non-Departmental

- * Non-county agencies
- * Food stamp payment
- * Extension services
- * Soil & Water Conservation

5. Closing

There was general agreement the Board had attained what they wanted from this meeting.

Adjourned at 12:50 pm



GLADYS McCOY, Multnomah County Chair

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

BCC Worksession
December 5, 1990
9:00 am to 12 noon

A G E N D A

1. Opening and Ground Rules (10 minutes)
2. Commitment to common objective (30 minutes)
and establish timeline:
to develop a reduction package by
January 1, 1991
3. Review, discuss, and agree (50 minutes)
to common policy directions

B R E A K

4. Begin identifying reduction (65 minutes)
areas and what policy direction
applies
5. Closing (10 minutes)

1990 DEC - 5 AM 9:14
COUNTY COMMISSIONER
GLADYS McCOY
MULTNOMAH COUNTY
OREGON

Date Submitted 11/27/90

Meeting Date **DEC 5 1990**
Agenda No. *Work Session*

REQUEST FOR PLACEMENT ON THE AGENDA

Subject **Policy Direction for 1991-92 Budget Process**

Informal Only **December 5, 1990** Formal Only

DEPARTMENT **Chair's Office** DIVISION

CONTACT **Merlin Reynolds/Dave Warren** TELEPHONE **3308/3822**

Brief Summary

Discussion of policies to follow in preparing of the 1991-92 budget.

NOTE: the meeting should be scheduled for both morning and afternoon on the 5th - 9:00 to 12:00 and 1:30 to 4:00

Action Requested:

Information Only Preliminary Approval Policy Direction Approval

Estimated Time Needed on Agenda

IMPACT:

Personnel
 Fiscal/Budgetary
 General Fund
 Other

SIGNATURES

Department Manager

Budget/Personnel

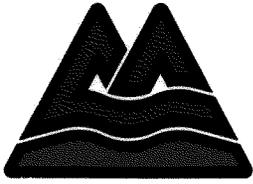
County Counsel

Other

[Signature]

David C. Warren

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1990 NOV 27 PM 1:04



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
 GLADYS McCOY
 PAULINE ANDERSON
 GRETCHEN KAFOURY
 RICK BAUMAN
 SHARRON KELLEY

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

OFFICE OF THE DIRECTOR (503) 248-3303
 EMPLOYEE SERVICES (503) 248-5015
 FINANCE (503) 248-3312
 LABOR RELATIONS (503) 248-5135
 PLANNING & BUDGET (503) 248-3883

AT OTHER LOCATIONS:

ADMINISTRATIVE SERVICES (503) 248-5111
 ASSESSMENT & TAXATION (503) 248-3345
 ELECTIONS (503) 248-3720
 INFORMATION SERVICES (503) 248-3749

MEMORANDUM

TO: Board of County Commissioners
 FROM: Linda D. Alexander, Director
 Department of General Services
 DATE: December 5, 1990
 SUBJECT: Additional Budget Information

Linda D. Alexander

BOARD OF
 COUNTY COMMISSIONERS
 1990 DEC - 5 AM 11:00
 MULTNOMAH COUNTY
 OREGON

Commissioners, I am attaching the information that you requested on December 4.

- An indirect cost rate breakdown that answers the question - what percent of indirect is central services?

We have broken down the DGS central service allocation and its relevant parts and the other central service allocations which, as you can see from the legend, includes the auditor, county counsel, radio, management analysis team (through its lifetime), and equipment. I hope this is helpful.

- The consultant's Project Approach and Work Plan for a "workstream evaluation" which addresses a scope of purchasing, contracts, stores, accounts payable, payroll, accounts receivable, and personnel. The guiding principle of this project will be to identify where work can be done most efficiently and effectively.

In addition to this project, and as a part of prior studies, I believe that some key areas have already been identified and are candidates for specific action: for example:

- The duplication of resources in central stores and health stores buying and distribution. For example, thirteen to fifteen people are employed in the Health Stores operation, 3.5 people are in the County central stores operations. Both handle the same number of inventory items and perform the same kind of functions. The Chair's Office is working with DHS on this issue.

- Even though the Sheriff can decide how to deploy his resources within his budget, I believe that he will cooperate with the project that we have outlined.

In addition to the above, we currently have three projects going in DGS:

1. An effort to save at least 15% in printing and duplication efforts. This will involve renegotiating the way that we obtain our printing, copy machines, paper, and other supplies as well as looking at the way that we communicate throughout the County, i.e., can we do this electronically rather than with paper.
2. Elimination of all redundant printing of LGFS budget and financial reports. This project will look at the availability of technology that we have implemented to enable managers to design and obtain reports and information from LGFS in the format that they need electronically in their own facility rather than running tons of reports.
3. Remote entry of payroll and later accounts payable and a seamless link between entry in the field by department and the way that the information passes through so that we eliminate redundant handling, data entry, and duplication of copies.

I do not believe that there is a lot of fat in administration Countywide. I do believe, however, that we have some opportunities. We need to suspend estimates of savings or efficiencies until the study is completed, scheduled to be by January 31, 1991. If you have any questions please let me know.

309A/LDA/js

DEVELOPED BY THE BOARD AT A DECEMBER 5, 1990 WORKSESSION
Board Policy Direction Concerning 1991-1992 Budget

Public Safety & Health

- * Life & Death services should be the highest priority of county public health and safety programs.
- * Preserve essential, basic levels of service for public health and safety programs.
- * Emphasize healthy children and strong families through a continuum of services that focus on child abuse/family violence, prenatal care, and alcohol and drug abuse.

Reduction Guidelines

- * All departments will have reductions to bear some of the burden of Measure 5.
- * Treat employees fairly and well
- * Do not reduce funding that effectively leverages state, federal and/or private funds based on priorities of the Board and the County mission.
- * Need to look for reductions even in mandated services and ensure that low priority mandates are done at a minimum level.
- * Need to evaluate short-term, long-term, and life-cycle consequences in budget reductions.
- * Shrink and focus services through economies of scale and efficiencies.
- * Consolidate general and support services wherever possible and practical.
- * For programs we continue, do them efficiently and well.
- * Serious discussions with other local governments will begin immediately and continue throughout the budget process concerning opportunities to maximize efficiencies through economies of scale and transfer of functions.

Fees and Alternative Revenue

- * Explore user fees
- * Include other government agencies in the region and statewide in alternative revenue discussions in an attempt to develop a balanced mix of taxes and fees regionally.

#6524G

BCC Policy Directions

Public Health & Safety

- 1* ~~Reduce costs in corrections by shifting emphasis from jail beds to intermediate sanctions.~~
out
- 2* Preservation of life should be the highest priority of public health & safety programs. *life + death issue*
- 3* Preserve essential, basic levels of service for public health & safety programs. *Quality of life*
- 4* Emphasize healthy children and strong families through a continuum of services that focus on child abuse/family violence, prenatal care, and alcohol and drug abuse.

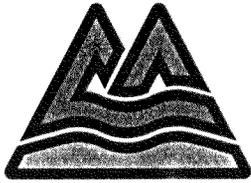
Reduction Guidelines

- 5* All departments will have reductions to bear some of the burden of Measure 5.
- 6* ~~Sacrifice asked of all county workers, to retain jobs, protect core county services, and control growth of benefits.~~
out
- 7* Treat ~~fewer~~ employees fairly and well.
- 8* Do not reduce programs that effectively leverage state, federal and private funds based on priorities of the Board and County mission.
- 9* Need to look for cuts even in mandated services and ensure that low priority mandates are done at minimal level.
- 10* Need to evaluate short-term, long-term, and life-cycle consequences in our budget cutting.
- 11* Shrink & focus services through economies of scale and efficiencies.
- 12* Consolidate general and support services wherever possible.
- 13* ~~Reduce operating hours and stagger hours across sites rather than closing down sites.~~
out

- 14* For programs we continue, do them well. *+ efficiently*
- 15* *out* ~~★~~ ~~County-wide services are higher priority than services to specific geographic areas.~~
- 16* Serious discussions with other local governments will begin immediately and continue throughout the budget process concerning opportunities to maximize efficiencies through economies of scale and transfer of functions.
- 17* *out* ~~★~~ ~~No new programs without additional funds.~~

Fees & Alternative Revenue

- 18* *★* Explore ^{*user fees*} ~~the potential of having the full costs of some services provided by the users where appropriate, but not to raise excess revenue.~~
- 19* Include other government agencies in the region in ^{*state-wide*} alternative revenue discussions in an attempt to develop a balanced mix of taxes and fees regionally.
- 20* *out* ~~★~~ ~~After public hearings on the budget reduction package, alternative revenue options will be discussed.~~



MULTNOMAH COUNTY OREGON

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

GLADYS McCOY • CHAIR • 248-3308
PAULINE ANDERSON • DISTRICT 1 • 248-5220
GRETCHEN KAFOURY • DISTRICT 2 • 248-5219
RICK BAUMAN • DISTRICT 3 • 248-5217
SHARRON KELLEY • DISTRICT 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

To: Merlin Reynolds
From: Commissioner-elect Gary Hanson
Re: Budget themes
Date: November 30, 1990

1. Multnomah County needs to insure and maintain the public safety system through the preservation of life. Our highest priority should be life/death programs.
2. All departments should bear some of the burden of Measure 5.
3. We need to look for minor cuts even in mandated services.
4. We need to evaluate short-term vs. long-term consequences in our budget-cutting; looking at the potential future recovery of facilities/programs through potential increase revenue/fees.
5. We need to measure the impacts of general fund cuts that will include the total impacts of lost matching funds.

GRETCHEN KAFOURY
Multnomah County Commissioner
District 2



605 County Courthouse
Portland, Oregon 97204
(503) 248-5219

TO: POLICY DEVELOPMENT COMMITTEE
FROM: GRETCHEN KAFOURY
DATE: NOVEMBER 29, 1990
RE: POLICY DIRECTION FOR BUDGET DISCUSSION

I. The Board will prepare a budget reduction package which includes \$24M in cuts for the 1991-92 fiscal year. Package will be available for formal and informal public discussions by December 28th. Reductions will occur in all departments, no department will be exempt from budget cuts.

II. Serious discussions with other local governments will begin immediately and continue throughout the budget process on opportunities to maximize efficiencies in programs and support services.

III. After public hearings on the budget reductions, alternative revenue options will be discussed. Other governmental agencies in the region will be included in the alternative revenue discussions in an attempt to develop a balanced mix of taxes and fees in the region.

SHARRON KELLEY
Multnomah County Commissioner
District 4



606 County Courthouse
Portland, Oregon 97204
(503) 248-5213

M E M O R A N D U M

TO: Merlin Reynolds, Staff Assistant
FROM: Commissioner Sharron Kelley *Sk*
RE: Policy Directions for Managers re Budget Situation
DATE: November 30, 1990

1. Preserve essential, basic levels of service for public health and safety.
2. Self-fund as much as you can.
3. Consolidate general and support services across divisions while reducing the overall cost of these services.
4. Reduce operating hours and stagger hours across sites rather than closing down sites.
5. Help the Board shrink and focus county government by looking at economies of scale and efficiencies, and promoting transfer of county functions to other governments.

1566L - 41

B. Policies

1. Programs are compared on a life-cycle cost basis, not just budget year.
2. Retain, maximize federal/ state/ private matching monies.
3. For the programs we continue, do them well, rather than expand programs at inadequate/ inappropriate level.
4. Exception to 3: low priority mandates are done at an absolutely minimal level.
5. Adopt more fees where possible and appropriate. Set fees to recover cost of service, not raise excess revenues.
6. Countywide services are prioritized over those serving specific geographic region.
7. Employee relations: treat fewer employees fairly and well, rather than be a poor employer to more employees.

PAULINE ANDERSON
Multnomah County Commissioner
District 1



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

POLICY DIRECTION TO GUIDE PREPARATION OF BUDGET

Policy: Have the full costs of some government services fall more fairly on the users

Policy: Reduce costs in corrections by shifting from emphasis on jail beds to emphasis on intermediate sanctions.

Policy: Emphasize healthy children and strong families in human services. Focus on child abuse/family violence, prenatal care, and alcohol and drug abuse.

Policy: Sacrifice asked of all county workers, to retain jobs and protect core County services / control growth of benefits

Policy: Do not reduce programs that effectively leverage state and federal funds.

2178/19



GLADYS McCOY, Multnomah County Chair

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

McCoy Guiding Principals

Increase fees where appropriate

1. Maintain highest level of services for young kids and seniors.
2. Maintain the continuum from entry into system to successful aftercare with the highest potential for success.
3. No new programs without additional funds.
4. Eliminate marginal services/programs - seek consolidation of contracts-transitional period.
5. Maintain programs with additional funding equal to or greater than G.F. if they are successful programs.

Policy Directions Recommendations from the Managers

- * Clear and effective "public safety" policy, plan, and programs.
- * Provide safety to the County and metropolitan area:
 - Violent crime and drug related crime should be highest priority
 - Neighborhood safety should be highest priority
- * Provide services that create safe streets, healthy kids, and strong families : focus services on prenatal care, alcohol and drug abuse, and intermediate sanctions.
- * Regionalism
- * Cooperation and coordination with other jurisdictions
- * Safe and healthy working environment for County employees
- * Preserve capital funding to protect health and safety, preserve structures, develop profitable facilities.
- * The County should use its resources to provide human services for those people who are most at risk and least able to obtain services elsewhere: this includes children and youth, the poor, the homeless, the frail elderly, and the mentally ill.
- * The County should support those programs and services with the best likelihood of preventing human disease, disability, suffering, and premature death.
- * The County should maximize the effect of its dollars by providing those services for which an array of related and integrated services exists; for example, alcohol treatment services provided to a population which also has available housing, education, parenting and jobs programs (whether or not they are funded by the County) would make better use of County dollars than an isolated program.
- * The County should maximize the effects of its dollars by funding programs with a broad focus, such as family-focused or neighborhood-focused programs, over those that affect only the individual.

- * The County should base its priorities on the needs of the community rather than on the availability of funding: local matching funds required to earn grant dollars should be provided only for programs which would be a high priority for County General Funds regardless of the availability of other funding.
- * Recover full administrative costs for all programs.
- * Maintain positive personnel policies designed to motivate.
- * Examine discussions with other governments for cost effectiveness and legal liability (we can't contract out our legal liability).
- * Do not do across the board or constraint budgets.
- * Complete high priority systems projects designed for payback.
- * Eliminate levels of supervision and management where appropriate.
- * Multnomah County will continue fair employment practices by ensuring that:
 - Work output expectations will be adjusted to fair funding and staffing realities;
 - A safe, decent, comfortable work environment is provided;
 - A fair, attractive, and competitive compensation package is maintained.
- * The County will assist employees subject to layoff with an internal transfer program, re-employment preference for appropriate future vacancies, and with transition guidance.
- * Avoid false cuts that would result in increased net general fund costs by loss of income or creation of unavoidable higher cost alternatives.
- * Retain, when possible, services that attract relatively high levels of federal/state funding to relatively low net general fund matches.
- * Provide adequate funding to protect the County's assets; facilities, equipment, systems and profit makers.

- * Maintain business check and balance safeguards at a level that provides reasonable protection from defalcation, and maintain business systems at a level adequate to service operating requirements.
- * If future reactivation is likely, protect investments and future viability of expensive systems by maintenance at a "caretaker" level, rather than dismantling.
- * Keep in mind that Multnomah County will continue in business as a major entity and should remain as an alternative career employer.

INDIRECT COST RATE BREAKDOWN

What % of Departmental Indirect is Central Services?

	FY 90-91 ^{Dept.}				FY 89-90				FY 88-89				FY 87-88				FY 86-87				5-Yr Average ^{Dept.}			
	DGS CSA	Other CSA	Admin & Planning	Total	DGS CSA	Other CSA	Admin & Planning	Total	DGS CSA	Other CSA	Admin & Planning	Total	DGS CSA	Other CSA	Admin & Planning	Total	DGS CSA	Other CSA	Admin & Planning	Total	DGS CSA	Other CSA	Admin & Planning	Total
DHS	2.87%	2.03%	1.65%	6.55%	4.60%	0.88%	1.62%	7.10%	4.33%	0.06%	2.82%	7.21%	3.89%	0.87%	3.10%	7.86%	3.76%	1.26%	3.25%	8.27%	3.89%	1.02%	2.49%	7.40%
DCC #	3.28%	0.39%	10.41%	14.08%	3.02%	1.79%	3.62%	8.43%	3.27%	1.73%	4.45%	9.44%	5.31%	1.15%	5.32%	11.78%	2.62%	0.38%	1.81%	4.82%	3.55%	1.26%	3.80%	8.62%
DA #	2.34%	-0.22%	7.76%	9.82%																				
MCSO #	1.65%	1.29%	6.55%	9.49%																				
DES	5.99%	1.07%	2.36%	9.44%	5.68%	0.68%	2.33%	8.69%	5.96%	0.34%	6.68%	12.98%	4.06%	0.88%	10.36%	15.31%	6.62%	2.33%	6.40%	15.35%	5.66%	1.06%	5.63%	12.35%
DINER	1.74%	0.76%	0.47%	2.91%	4.24%	0.65%	0.37%	5.26%	8.08%	2.45%	1.21%	11.74%	2.62%	0.01%	2.43%	5.05%	8.49%	3.88%	1.28%	13.57%	5.03%	1.52%	1.15%	7.71%

NOTES: FY 1990-91 represents the first year that agencies within DJS were calculated separately.
 The overall FY 1990-91 rate for the Department of Justice Services is approximately ten percent.
 The average rates for DJS reflect the four years where only one rate was calculated.

Data does not exist to prepare a separate analysis of each agency in DJS prior to FY 1990-91.

DGS Central Service Allocation (CSA) includes Finance (excluding scheduled debt payments), Employee Services (excluding benefits), Labor Relations, Purchasing, Records and Planning & Budget.

Other Central Service Allocation (CSA) includes the Auditor, County Counsel, Radio, Management Analysis Team and Equipment.

Prepared by: P + B
 Mark Campbell
 for Linda Alexander
 12/5/90

I. PROJECT APPROACH AND WORK PLAN

BACKGROUND

The recent passage of Initiative Five will result in a significant reduction in the revenue and resulting program and service activity of Multnomah County. The projected reduction of about \$24,000,000 amounts to a nearly twenty per cent reduction in General Fund revenue and a seven to eight per cent in total County activity. This negative impact could further increase depending upon actions that may be taken by the state of Oregon.

To address this crisis, the Multnomah County Chair has directed all County Directors to:

- Immediately institute a selective hiring freeze;
- Reduce spending in all departments;
- Explore maintaining services through "fees for service;" and

has requested that District Attorney Shrunck and Sheriff Skipper join in taking similar steps in their programs immediately. Initial County Chair / department actions include the following:

- Eliminate three administrative positions in General Services,
- Eliminate three positions in Human Resources,
- Eliminate two positions in Community Corrections, and
- Merge Human Resources Stores Unit with County Stores Unit.

In addition, the Director, Department of General Services was directed to "hire a consultant to conduct a "work stream" evaluation to identify where unnecessary duplication of County functions are taking place. This evaluation is to be completed as soon as possible."

PROJECT SCOPE

The scope of this evaluation will include all inter-department administrative functions. These functions include, but are not necessarily limited to, the following:

- Purchasing,
- Contracts,
- Stores,
- Accounts Payable,
- Payroll,
- Accounts Receivable, and
- Personnel.

All County departments responsible to the County Chair will be examined with particular attention being directed to the Department of Human ~~Resources~~ ^{Services} because of its dominate size and incidence of contracts and inter-governmental agreements involving program administrative support provisions, or lack thereof. The remaining departments will be examined in priority sequence from large to small in terms of staff size.

The primary focus of the evaluation will be identification of administration functional duplications among departments and opportunities to improve administrative efficiency from a county wide perspective. A secondary emphasis will identify opportunities to enhance organizational structures and / or relationships.

The guiding principle of this project will be to identify where work can be done most efficiently and effectively.

PROJECT APPROACH

Our project approach will examine the "seven basic questions" concerning each inter-department administrative function. These questions are presented below:

- **Who** Who is doing the job? Why does this person do the job? Can someone else do it?
- **What** What work activity is being done? Why is it done at all? What else could be done to achieve the same result?
- **Why** Why are they using that method? Is it necessary? Can it be eliminated or combined?
- **When** When does the job have to be done? In what other time frame may it be done?
- **Where** Where is the work being done? Does it have to be done there? Where else could it be done?
- **How Much** How much work is there to do? What is the volume per period? What is the backlog?
- **How Long** How long does the job take? Can we project the output?

The fact finding and analysis associated with the above evaluation will employ a variety of analysis techniques as appropriate. These techniques may include the following:

- Process Analysis,
- Linear Responsibility Charting,
- Job Analysis,
- Activity Analysis,
- Work Distribution Analysis, and
- Economic Analysis.

The objectives of employing these techniques are, in priority order:

- Eliminate unnecessary tasks or activities,
- Combine tasks or activities, and
- Simplify tasks or activities.

Admin

Handout #1
OHJ
Wak Session
12-5-90

1 Needle Exchange		50,000	0	50,000
2 Receptionist	0.50	12,000		12,000
3 PDS	1.00	40,000		40,000
4 MIS Coordinator	1.00	57,000		57,000
5 Columbia Villa Coord	1.00	52,000		52,000
	3.50	211,000	0	211,000 First Teir
6 Graphic Arts Unit	1.00	43,000		43,000
7 Financial Tech	1.00	40,000		40,000
8 OA 2	1.00	28,000		28,000
	3.00	322,000	0	322,000 Second Teir
9 Admin Asst	1.00	37,000		37,000
10 Public Info Officer	1.00	69,000		69,000
11 Financial Spec 2	1.00	59,000		59,000
12 Prog Mgmt Spec	1.00	64,000		64,000
13 Equipment		5,000		5,000
		556,000	0	556,000 Third Teir

Health Division

1 EMS Self Funded		112,000		112,000
2 2 Teen Clinics		285,000		285,000
3 Corrections Health		Depends on MCSO		0
4 Weeds & Nuisance		50,000		50,000
		447,000	0	447,000 First Teir
5 Burnside Clinic	7.00	440,000		440,000
6a Partial Dental		100,000		100,000
		987,000	0	987,000 Second Teir
6b All Dental		600,000		600,000
		1,587,000	0	1,587,000 Third Teir

Juvenile Justice Division

1 Dependency Unit Couns		165,000		165,000 First Teir
2 Dependency Unit Cler		145,000		145,000
		310,000	0	310,000 Second Teir
3 Girls Unit	4.00	200,000		200,000
		510,000	0	510,000 Third Teir

Social Services Division

1 CGF Paid Indirect		27,000		27,000
2 Teen Clinics		39,000		39,000
3 Cheirs & Acupuncture		260,000		260,000
		326,000	0	326,000 First Teir
4 Homeless Services		250,000		250,000
		576,000	0	576,000 Second Teir
5 2 YSC's		400,000		400,000
		976,000	0	976,000 Third Teir

Aging Services Division

1 Indigent Burial		20,000		20,000
2 Transportation (25%)		30,500		30,500
3 1 Branch Office		87,000		87,000
4 1 Senior Center		30,000		30,000
5 1 Multi Service Center		22,000		22,000
		189,500	0	189,500 First Teir
6 Transportation (25%)		30,500		30,500
7 Homeless Case Mgmt		100,000		100,000
8 1 Branch Office		87,000		87,000
9 1 Senior Center		30,000		30,000
10 1 Multi Service Center		22,000		22,000
11 Public Guardian		22,000		22,000
		316,000	0	316,000
		675,000		675,000 Second Teir
12 1 Senior Center		30,000		30,000
13 1 Multi Service Center		22,000		22,000
		727,000	0	727,000



OREGON AFSCME

2545 SW SPRING GARDEN ST., SUITE 201, PORTLAND, OR 97219 (503) 244-4686

December 4, 1990

HAND DELIVERED

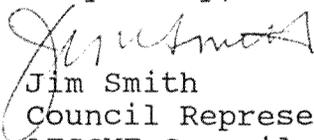
~~REDACTED~~
County Commissioner
Multnomah County of Oregon
1021 SW 4th - Room 134
Portland, Or 97204

Dear Commissioner ~~REDACTED~~

Enclosed is a statement of position from Local #88.

Vice President, Chuck Moss will be at the Wednesday meeting at 9:00 a.m., to participate and answer questions.

Very truly,


Jim Smith
Council Representative
AFSCME Council 75

JS:ap

cc: All Local #88 Executive Board

LOCAL #88 STATEMENT OF POSITION

Local #88 has represented the general employees of Multnomah County for many decades and we have always attempted to remain professional in representing our members in a way that the County nor the Union would be losers.

The employees that perform the many diversified jobs that make the County function are the most important asset the citizens of Multnomah County receive for their tax dollars. In turn the members of Multnomah County Employees Union have jobs that they are proud and protective of.

Local 88's position is firm. We are not willing to take cuts or roll backs in wages or benefits. We are, however, willing to work with the County to deal with the ramifications of the passage of Measure 5 and we are offering to give you a committee of union members to work with you on the budget process.