



# 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

APRIL 18, 1994 - APRIL 22, 1994

*Tuesday, April 19, 1994 - 9:30 AM - Executive Budget . . . . . Page 2*  
*Presentation*

*Tuesday, April 19, 1994 - 1:30 PM - Briefings . . . . . Page 2*

*Thursday, April 21, 1994 - 9:30 AM - Regular Meeting . . . . . Page 2*

**PLEASE NOTE: MAY 26, 1994 MEETING CANCELLED**

*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 30 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, April 19, 1994 - 9:30 AM

Multnomah County Courthouse, Room 602

**EXECUTIVE BUDGET PRESENTATION**

- P-1     *The Multnomah County Board of Commissioners, Convening as the Multnomah County Budget Committee, Meeting for the Purpose of Hearing the Proposed Executive Budget as Presented by Chair Beverly Stein.*
- P-2     *Multnomah County Revenue Overview. Presented by Dave Warren. (Immediately Following Executive Budget Presentation.)*
- 

Tuesday, April 19, 1994 - 1:30 PM

Multnomah County Courthouse, Room 602

**BOARD BRIEFINGS**

- B-1     *Discussion of the Ambulance Service Planning Process to Review Alternatives for the Ambulance Service and Ambulance Plan Amendments. Presented by Bill Collins. 1:30 PM TIME CERTAIN, 2 HOURS REQUESTED.*
- B-2     *Presentation and Discussion of the Site Selection for the Midland Library. Presented by Commissioner Sharron Kelley, Ginnie Cooper and Larry Brown of the Portland Development Commission. 3:30 PM TIME CERTAIN, 1 HOUR REQUESTED.*
- 

Thursday, April 21, 1994 - 9:30 AM

Multnomah County Courthouse, Room 602

**REGULAR MEETING**

**CONSENT CALENDAR**

**COMMUNITY AND FAMILY SERVICES DIVISION**

- C-1     *Ratification of an Intergovernmental Agreement, Contract #104974, between Multnomah County Community and Family Services Division, Youth Program Office and Reynolds School District to Purchase Middle School Support Services for At-Risk Youth, for the Period Upon Execution through September 30, 1994*

## DEPARTMENT OF HEALTH

- C-2      *Ratification of an Intergovernmental Agreement, Contract #201854, between Multnomah County Health Department and the Oregon Health Sciences University, Hospital Dental Services to Provide Dental Specialty Care to Clients Referred by the County, for the Period February 1, 1994 through 30 Days Written Notice*

## REGULAR AGENDA

### DISTRICT ATTORNEY'S OFFICE

- R-1      *PROCLAMATION in the Matter of Proclaiming the Week of April 24 - 30, 1994 as OREGON CRIME VICTIMS RIGHTS WEEK in Multnomah County*

### MULTNOMAH COUNTY BUDGET COMMITTEE

*(Recess as the Board of County Commissioners and convene as Budget Committee)*

- R-2      *RESOLUTION in the Matter of Submitting the Chair's Proposed 1994-95 Budget to the Tax Supervising and Conservation Commission as Required by Law*

*(Recess as the Budget Committee and reconvene as the Board of County Commissioners)*

### NON-DEPARTMENTAL

- R-3      *RESOLUTION in the Matter of Approving the Consolidated Cable Communications Commission Proposed FY 1994-95 Budget*
- R-4      *RESOLUTION in the Matter of Creating a Neighborhood Greenspaces Concept Development Committee to Establish Greenspace Screen Criteria in the County Tax Foreclosure Process*
- R-5      *Request for Approval of a Notice of Intent to Apply for a \$15,000 Grant from the Oregon Community Foundation to Fund a Staff Position to Assist Residents*

### DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-6      *Ratification of an Emergency Request for an Exemption from the Competitive RFP Process to Select a Broker to Market the Retail Space in the McCoy Building*

## DEPARTMENT OF HEALTH

- R-7      *Request for Approval of a Notice of Intent to Apply for a Grant from the*

*Federal Environmental Protection Agency (EPA) for Community  
Level Implementation of Integrated Pest Management*

**PUBLIC COMMENT**

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

**NON-DEPARTMENTAL**

R-9      *Citizen Involvement Committee Volunteer Recognition Awards Ceremony.  
Reception to Follow. 10:30 AM TIME CERTAIN, 1 HOUR REQUESTED.*

MEETING DATE APR 19 1994

AGENDA NUMBER P-1

**AGENDA PLACEMENT FORM**

SUBJECT: Approval of the 1994-95 Budget

BOARD BRIEFING: Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

REGULAR MEETING: Date Requested: April 19, 1994 9:30 a.m.

Amount of Time Needed: 2 1/2 hours

DEPARTMENT: Nondepartmental DIVISION Planning & Budget

CONTACT: Dave Warren TELEPHONE : 248-3822

BLDG/ROOM: 106/1400

PERSON(S) MAKING PRESENTATION: Chair Beverly Stein

**ACTION REQUESTED**

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

**BOARD MUST CONVENE AS THE BUDGET COMMITTEE**

This meeting, duly advertised in the Oregonian, is for the purpose of the Board hearing the Executive Budget Message

The Multnomah County Board of Commissioners, Convening as the Multnomah County Budget Committee, Will Meet for the Purpose of Hearing the Proposed Executive Budget. Presented by Chair Beverly Stein.

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER: \_\_\_\_\_

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

1994 APR 12 PM 2:35  
MULTNOMAH COUNTY  
OREGON  
CLERK OF BOARD OF COMMISSIONERS



# Beverly Stein, Multnomah County Chair

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

Dear Multnomah County Citizens,

I am pleased to present you with my first Multnomah County budget. I believe this budget reflects the priority needs of our community, includes accountability for measureable results, and promotes innovation and forward thinking government.

I want to assure you that at every point in preparing this budget I made it a priority to ensure that your tax dollars are spent in the most careful, efficient and productive way possible. I am not in favor of raising taxes for county services at this time and am committed to living within our current resources. This means that difficult political and policy choices had to be made.

Change is always difficult and I recognize that my proposals will impact people's lives. I assure you I do not take this lightly. However, I believe our current situation is urgent. Citizens lack confidence in government, people are fearful, children are falling through the cracks, people are lashing out erratically or retreating into isolation. Unless these trends are reversed, I believe that our safety, our children and our communities are at risk.

## **Taking a Long Term View**

There is a saying "if you don't know where you're going you can end up anywhere." I believe we should be clear about where we are trying to get and be willing to:

- make long-term investments to get us there,
- critically monitor our progress, and
- change direction and ways of doing things as needed.

Multnomah County knows where it's going. We want to assure that children grow up in secure families which are supported by empowered communities in safe neighborhoods. We have adopted benchmark goals to guide us to these objectives. Please see the Benchmarks section of this budget for more information on benchmarks and how we will use them.

The Multnomah County Benchmarks are connected to the Oregon Benchmarks and the community benchmarks adopted by the Portland/Multnomah County Progress Board. Together these benchmarks form a common vision, a magnet for collaborative action, and a unique alignment of our efforts from the local community to the state level.



Of the 86 Multnomah County benchmarks the leadership team of the county chose 12 as focal points for urgent action this year. My budget reflects these priorities. These Urgent Multnomah County Benchmarks are listed in the benchmarks section and fall into the categories of:

- Children and Families
- Public Safety
- Access to Services
- Good Government

A budget which reflects an effective, efficient government must include **how** we do things, not just **what** we do. You will find in this budget performance measures for departments and key results for programs, evidencing our commitment to measuring and analyzing our outputs not just inputs. We expect to get more "bang for the buck" as we deliver services in a more decentralized fashion and begin to view our role as not just spending money, but also leveraging resources and being a catalyst for cooperative community action.

## **Financial Outlook and Constraints**

### **Summary**

The proposed budget expenditures total \$551,959,803. The General Fund portion, \$166,289,859, comprises 29%. State and Federal funds represent 33%.

Property tax revenue is expected to grow at about 8% due to rising property values. Business Income Tax receipts are projected to rise at just over 6%. General Fund expenditures are slated to increase by 6%, about half of which is due to inflation.

We have also budgeted to meet our plan to build a rainy day fund by allocating \$1.5 million to our reserves, meeting the policy directive of the Board of County Commissioners. The county depends on the state as a major source of funding for public safety and social service programs. The 1995 legislature could reduce our funding significantly and we are preparing for that possibility.

The county owns 49 buildings and leases space in another 20 buildings. Our Department of Environmental Services recently completed an excellent Five Year Capital Improvements Plan to guide our building renovation, maintenance and space needs plans. This budget allocates \$750,000 towards implementing the first stages of this plan to meet neglected and crucial major maintenance projects.

In this budget, we have changed how facility space costs and maintenance are accounted for in budgeting. Instead of showing all space costs and maintenance in one facilities fund we have allocated these costs to the departments' budgets in accordance with their usage. For that reason you will see an increase in department budgets, however there is a comparable decrease in the

facilities budget from previous years. We believe this will provide an incentive to departments to use space efficiently.

Improving our electronic information systems is extremely important for improving the efficiency of county services and improving the county's ability to track information in order to evaluate the success of programs.

This budget includes \$727,800 toward upgrading electronic information systems, including improving our ability to track juvenile offenders in our juvenile programs. I have also included funds for the Sheriff's Office to improve the inmate warrant system so that inmates with warrants outstanding can be identified before they leave jail.

### **Impact of Ballot Measure 5**

Since the passage of Ballot Measure 5 the county has reduced its budget by 13% in real dollars adjusted for inflation. Measure 5 has also affected the sources of county funds. While taxes on residences have declined modestly, taxes on commercial properties have dropped substantially.

Measure 5 was fully implemented for local government in 1991 when local government property tax collections, taken together, were restricted to a total of \$10 per thousand. Since all local governments must fit under this cap, Multnomah County has committed itself to consulting with other local governments before taking any action which would alter the relative proportions of these funds.

## **Urgent Benchmarks and Budget Initiatives**

### **Public Safety**

No family can thrive if they feel unsafe in their community. Public safety is a key responsibility of Multnomah County. We have adopted a "no simple solutions" approach to this issue, recognizing that reducing juvenile crime and reducing criminal recidivism (the "revolving door") are keys to community safety and require thoughtful, carefully targeted and thorough approaches.

### **Fighting Juvenile Crime is a Priority**

This budget makes a major investment in preventing and reducing juvenile crime. Passage of this budget will allow us to commit to dealing with every youth who violates the law, no matter how small the violation. Every youth offender will be required to appear in juvenile court, will be assigned to appropriate treatment, support or restitution, and will be monitored to assure follow through. Parental involvement will be expected. Serious offenders will be incarcerated in our new, expanded detention facility.

Youth sex offenders are one of our most troubling problems as they are often victims and perpetrators. This budget recognizes the horrible effect of sex abuse and funds a secure sex offender treatment program at our new juvenile detention facility and additional treatment resources for victims of abuse and for very young offenders.



**Stopping Offenders from Repeating Crimes is a Priority**

Our community corrections program is one of the best ways to reduce criminal activity by monitoring offenders, sanctioning them and helping them get the treatment and support they need to leave a life of crime. Our parole and probation officers provide important public safety protection to our community. They need to have the tools to do their jobs. They need to have drug and alcohol treatment programs for offenders under their supervision and they need to be able to immediately punish an offender who violates the terms of his or her parole or probation.

This year we will be studying the time parole and probation officers spend on each case. If the study justifies it, we will fund additional parole and probation officers. This budget sets aside money for this purpose. This budget provides for the expansion of the DROP program which provides an immediate 5 day jail sentence for an offender caught using drugs, and provides funds to expand work release, the restitution center, and the day reporting center. We will carefully monitor the effects of these programs. We have high expectations that they will reduce the number of criminals who return to crime.

With federal funds and some general funds we hope to decrease the chance of offenders returning to crime by beginning to address their mental health and substance abuse problems while they are in jail and then providing transition to community programs and the guidance of parole and probation officers.

**Meeting the Needs of Victims is a Priority**

This budget also recognizes that we must address the needs of victims. We have provided support for victims of domestic violence and treatment for child abuse victims. We propose investments in prevention of domestic and child abuse to end the cycle of family violence.

**Transfer of Sheriff's Deputies Essential to End Duplication of Government Services and Implement Chair's Public Safety Initiative**

The new programs described here will have to be scaled back significantly if one important action is not taken. This budget assumes the transfer of 33 sheriff's deputies to the City of Portland which frees-up approximately \$3.2 million of county general funds for targeted public safety investments. The City of Portland has budgeted for the expense of additional officers and is in great need of experienced personnel like our sheriff's deputies who are highly skilled, well educated, and experienced in the principles of community policing.

The final annexation of mid-county to the City of Portland creates an opportunity for us to eliminate duplications in law enforcement services, enhance public safety and focus on high priority community safety needs. Continuing the Sheriff's role in Safety Action Teams and connecting deputies to our Family Center juvenile diversion programs is an important part of my community safety agenda.

I am very cognizant of the dependence of the NE Cities and unincorporated east county on the Sheriff's Office. My proposal does not reduce current service levels and, in fact, enhances law enforcement services to east county. With the cooperation of the State Police, the Cities of Gresham and Portland we can reduce duplication and maximize use of resources.

## **Family Support Initiative and School Support Budgets**

This budget funds important additions to our community-based family centers which are focal points of our six family support networks (see map in Appendix.) We are building a web of supportive services in each of these areas by bringing together our county funded Family Centers, health clinics, community action programs, mental health contractors, senior centers and library branches with schools, law enforcement, businesses, congregations, and community based organizations.

The newly appointed Multnomah Commission on Children and Families is responsible for overall planning and community involvement in this process. The "Celebrating Community Strengths" meetings in each of the six service districts are an important symbol of our approach to family services which emphasizes and builds on existing community assets.

### **Family Support for the Entire Community**

In this budget you will find funding for a full service Family Center in each of our six districts. These centers include parent child development services so families with newborns can receive support from community health nurses, parenting education, and links to other supportive community services. Each Family Center will have strong linkages to the schools in their area through out-stationing services in schools and coordinating efforts.

The county recognizes that we must provide services in a culturally sensitive manner. I am pleased to propose to you in this budget an allocation of \$160,000 for an Asian Acculturation Center. A committee of Asian community members has been meeting for several years to develop a plan for this center and has secured funding from the State and other sources to add to the county contribution. This center will meet the needs of Asian families and will, as appropriate, prepare them to use the other services available to them in their neighborhoods.

I am also pleased to propose in this budget \$100,000 for school retention and family support services for the Hispanic community. The drop out rate of Hispanic children is skyrocketing and must be addressed.

### **Meeting Basic Needs is Bottomline Responsibility**

This budget acknowledges that no family, no child, and no individual can succeed if their basic needs of food and shelter are not met. In this budget the county continues its commitment to assuring that families, individuals, and victims of domestic violence receive housing and assistance to begin the climb out of poverty. This budget includes additional resources for case management for homeless families and transition housing for victims of domestic violence.

### **Growing Old with Dignity and Respect**

Families include our elderly. The elderly provide a tremendous resource for our children and communities. I am proposing adding a half-time coordinator and funds for grants to promote inter-generational projects in our multi-ethnic elderly communities.

Assisting the elderly of our community to grow old with dignity is all of our responsibility. This budget allocates funds to the Portland/Multnomah Commission on Aging to increase our

monitoring of the over 600 Adult Foster Care homes in Multnomah County and adds a part-time position to coordinate improvements in the quality of life of these residents.

## **Schools**

All the family support in the world won't make a dent in our problems if we don't have a good school system. School funding is a major concern for our community and the county is prepared to work with the school districts in the county to mount a citizen campaign to address this issue. At the same time the county is orienting its services to make sure they help schools succeed in their missions and maintain a safe environment for learning. The county will increase its effort to link with all of the school districts in Multnomah County.

### **Children Must be Ready to Learn when they Enter School**

For children to succeed in school they must be ready to learn when they enter school. This budget funds new library programs which:

- introduce school students to library skills and help them with homework,
- provide resources to child care centers and family day care providers, and
- promote literacy as a family activity.

We are also expanding mental health services at Head Start programs for pre-schoolers and continuing our efforts to reduce child abuse and make sure babies are drug free. Pre-natal care and immunizations are provided and promoted through our public health programs.

### **Completing High School is Essential for Success**

For young people to succeed in the world of work and life they must graduate from high school and be prepared for additional professional/technical education or higher education. By linking our Family Center efforts to schools we hope to help reduce the dropout rate. Our increased emphasis on dealing with juveniles who break the law, or are at-risk of breaking the law, will also assist in making sure all young people graduate from high school.

### **Students must be Healthy, Safe and not Distracted from Learning to Succeed**

Young people cannot learn if they have health or family problems. This budget is aimed at making sure families can nurture their children and that young people are healthy and not distracted from learning. Included in this budget are:

- funds for opening school health clinics in two middle schools and expanding the health clinic at Roosevelt High School,
- parenting education and support through our Family Centers, and
- small grants for inter-generational activities to tap the experience and resources of our elderly.

### **School Safety Must be Addressed Comprehensively**

Young people cannot learn if they are scared. Violence in schools is a serious problem and needs to be addressed comprehensively. In-school violence and drug prevention programs need to be connected to community law enforcement so we have a seamless system of safety from school to community. The county has requested that law enforcement representatives participate in each of our District Coordinating Teams which coordinate integrated services in each of our six districts.

Our commitment to safety in schools must not stop with intervening in explosive situations, but also must extend to teaching children alternative methods of dispute resolution. Our Family Centers will work with the schools in this effort. I will be asking the Public Safety Council to work with schools to design a comprehensive plan to address school safety.

### **Access to Services**

Improving access to services is a high priority. We must look at every language, cultural, geographic and transportation barrier that keeps people from taking advantage of services at the earliest point possible. We want to move from crisis orientation, which are often the most expensive services, to a system which emphasizes reducing risks and focusing on supports along the full continuum of ages and situations.

Our commitment to increasing access to services is represented in this budget by:

- our Family Support Networks which will provide easy access at any place in our network of services, using electronic information systems and a team approach to outreach,
- extending the hours of our school health clinic in Roosevelt High School to serve the local community,
- continuing the planning to expand health clinic capacity in North Portland, and
- implementing the federal Target Cities grant to expand and coordinate alcohol and drug services,

### **Family-Friendly Services are a Goal for the County**

The county wants to reach people on their own terms --- in their homes, on their blocks and in their schools. To link our services more directly to citizens and to leverage the non-governmental resources which are abundant in every community I am proposing that we concentrate in the next year on coordinating our outreach workers. I have proposed funding a position to work with our animal control officers, our community action weatherization specialists, our community health nurses and others to increase their effectiveness by:

- linking them to the natural, informal support networks in neighborhoods,
- cross training and building systems of cross referrals and outstationing services and

- building on a philosophy of community strengths and family assets.

The county's outreach program will be linked with law enforcement officers, neighborhood prosecutors, school resource specialists, and Portland's neighborhood associations and community development outreach programs. The county is currently seeking foundation funding to model this coordinated effort.

### **"Level 7" Resources and Planning Creates Opportunity to Intervene Early with Young People having Family Problems**

This year the state legislature transferred responsibility and funds from the Children's Services Division(CSD) to the County for children ages 13-17 who are chronically acting out and are having conflicts with their parents (Level 7 children). A majority of these young people are girls. Multnomah County CSD has not been serving these youth for some time, so this infusion of funds will now allow us to intervene at the front end with young people before they get deeply in trouble.

The "Level 7 Planning Committee" developed an excellent plan for use of these new resources including:

- 24 hour crisis intervention hotline which can be used by schools and parents,
- emergency respite shelter for short-term "time outs,"
- case management and assessment tailored to specific populations, and
- interagency coordination.

### **Good Government Initiative Budget**

Citizens deserve to have their tax dollars used efficiently and they deserve excellent service. I am committed to Multnomah County becoming a national model of an efficient government which is constantly improving its productivity and customer service. To accomplish this, every county employee, manager and policy maker needs to commit to new standards and new ways of working. That's why I have initiated the RESULTS Campaign.

### **Reaching Excellent Service Using Leadership and Team Strategies(RESULTS)**

Multnomah County's most important resource is its employees. The productivity, morale and customer-focus of our employees is our ticket to success and quality service. To maximize the strengths of our labor force I have initiated the RESULTS campaign in Multnomah County.

RESULTS stands for Reaching Excellent Service Using Leadership and Team Strategies and is Multnomah County's program for reinventing and redesigning government. The goals of RESULTS are to build our capacity to meet our community and county benchmarks, to make sure we use tax dollars efficiently, and to guarantee quality service. This budget provides a small fund for training and incentive grants for employee teams who want to improve service.

### **Maintaining Basic County Functions**

The county has an obligation to provide basic services in a fair and equitable manner. This budget continues our commitment to providing fair elections and tax collection, maintenance of our county bridges and roads, and our animal control program(including a new pet adoption program).

We continue to address land use issues through our Planning Office. The county has an important role to play in protecting the environment and addressing land use issues. This budget funds the second (East of the Sandy River) of five rural area plans and funds the start up of a third (Sauvie's Island).

Due to financial constraints, too many of the county's 49 buildings are not being properly maintained and we have fallen behind in our efforts to be technologically up-to-date with our information systems. This budget recognizes the importance of infrastructure by allocating funds for maintenance of our facilities and for studying how we can maximize the opportunities from new decentralized information and computer systems.

### **Affirmative Action**

I am committed to continuing the County's high standards in regard to affirmative action and creating a work environment which honors diversity and recognizes the importance of communications. I have included in this budget additional resources for investigating sexual harassment claims.

### **Intergovernmental Cooperation**

Multnomah County must continue to build its relationships with other local governments and the state. I am committed to the Portland/Multnomah County Progress Board process that Mayor Vera Katz and I have been leading and which led to the creation of community benchmarks. I have provided funds in this budget for the County's share of staffing this Board as it takes on the challenge of data gathering to assure that governments are accountable for results.

The Cities/County Coordinating Committee continues to meet to examine areas that will benefit from closer coordination or from consolidation.

### **Reorganizations to Promote Efficiency and Effectiveness**

Shortly after I took office I eliminated the Department of Social Services as an unnecessary layer of administration and combined two divisions to create a Community and Family Service Division. This division and the divisions of Aging and Juvenile Justice have been reporting directly to me. This is working well.

I have recently hired a director for the Budget Office which will now take on new responsibilities for our quality initiatives and for linking the budget process to the RESULTS campaign. The new office will be titled the Budget and Quality Office. I expect this linkage of our budget to quality efforts to yield important improvements in evaluation and service.

The Purchasing Division has been connected to the Finance Office to more closely link their related functions.

## **Acknowledgements**

This budget is the result of a tremendous amount of work by many people. Dave Warren, head of the Budget Office, and Meganne Steele from my office did an incredible job of working with the legions of budget analysts and department managers who contributed untold hours to make this budget process a success. I am deeply appreciative of the efforts of the heads of the County's departments and divisions and the County Sheriff, District Attorney and Auditor who took on a new budget process with diligence, humor and even enthusiasm at times.

My colleagues on the County Commission, Commissioners Kelley, Hansen, Collier and Salzman gave of their time, intelligence and insight to help craft important parts of this budget. I thank them for their cooperation, integrity and assistance.

Bill Farver, my executive assistant, brought to bear his eight years of experience with the county to provide me wise counsel and the benefits of his extensive knowledge of the budget. The remainder of my staff, as always, provided me with support and dedication which I can never repay.

The unsung and unpaid heros and heroines of this process are the members of the Citizen Budget Advisory Committees who gave of their valuable time to review the budgets and provide their advise and common sense perspective. I am greatly indebted to them for their effort and to the Citizens Involvement Committee for coordinating their work.

I believe you have before you a thoughtful and prudent budget which makes wise investments, maintains basic services in a responsible manner and addresses fundamental concerns of our community. I believe that the public and Board discussion over the next few months will improve this budget and I look forward to that discussion.

Beverly Stein  
Chair of the Board of County Commissioners

April 19, 1994

Neighborhoods Protective Association  
P.O. Box 19224, Portland, Oregon 97219

April 19, 1994

Beverly Stein, Chairperson  
Members of the County Commission  
1021 S.W. 5th Avenue 6th floor  
Multnomah County Court House  
Portland, Oregon 97201

Dear Chairperson Stein, and Members of the Multnomah County Commission,  
Greetings, and best wishes to all of you, as you direct Multnomah County following the death of Gladys McCoy. Gladys "McCoy Leaves Proud Legacy", were some of the words in an Oregonian article just one year ago yesterday--April 13th on a Tuesday, (not a Friday.)

One of her decisions was to have Sheriff deputies in Columbia Villa, and she had an understanding with Mayor Vera Katz that they would not "intrude on each others territory". She believed in County Government, as separate from the city. Please do not betray her proud legacy!

Protection

Right at this time S21 The California Desert Bill is being debated in the Senate. Senator Wallop of Wyoming is opposing it on the basis that government does not have enough money to manage the existing parks and recreation areas properly. Here in the Columbia River Gorge there are break ins frequently at Multnomah Falls and elsewhere, especially into the cars of visitors coming from all over the United States! Who is in charge of looking after this? Is it not the Multnomah County Sheriff's department?

We should all oppose S21, and request Congress to give police protection to the area. There would be only two sheriff's deputies assigned to that area under the present proposal of Chairperson Stein. This is the wrong use of taxpayers money, and does a disservice to East County as well. Under S21 3.7 Million Acres of desert will become wilderness! This bill also transfers 2.7 Million Acres of federal land into 3 parks! Sheriff Skipper has every right to be angry with you Chairman Stein, and it does not seem wise for him to turn over any deputies to the city! He is an elected Sheriff, and deserves his fair allocation of funds. Under the Multnomah County Charter there should be an elected treasurer! The voters turned down City-County Consolidation many years ago now, and you have no right to ignore that mandate without asking for another vote to keep it or repeal it!

In talking to someone who is active in the area, we have heard that the sheriff's department is really doing great things--constructive things--with young people in their participation in the Druge Abuse Resistance programs in David Douglas and Reynolds school districts and at Sam Barlow High School. --They need this to help keep our youth on the right path, and they seem to be doing very well. It must not be stopped!

Please leave our county Sheriff Skipper with his full force of minimal deputies who are doing a good job with minimum staff. Community Policing does not serve the citizenry well, and absorbing it into the Portland Police Dept. Earnestly, and prayerfully,  
will violate Article II.  
our Bill of Rights

(Mrs) Louise Weidlich, Director



MEETING DATE: April 19, 1994

AGENDA NO: P 2

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Multnomah County Revenue Overview

BOARD BRIEFING Date Requested: April 19, 1994

Amount of Time Needed: Immediately Following Executive Budget Presentation

REGULAR MEETING: Date Requested:

Amount of Time Needed:

DEPARTMENT: Non-Departmental

DIVISION: Planning and Budget

CONTACT: Dave Warren

TELEPHONE #: 248-3822

BLDG/ROOM #: 106/1400

PERSON(S) MAKING PRESENTATION: Dave Warren

ACTION REQUESTED:

[x] INFORMATIONAL ONLY [] POLICY DIRECTION [] APPROVAL [] OTHER

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

Revenue Overview. Presented by Dave Warren.

BOARD OF  
COUNTY COMMISSIONERS  
1994 APR 14 PM 1:10  
MULTNOMAH COUNTY  
OREGON

SIGNATURES REQUIRED:

ELECTED OFFICIAL: /s/ Beverly Stein

OR

DEPARTMENT MANAGER:

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

0516C/63

6/93

**Multnomah County FY 94-95 Proposed Budget**  
**General Fund Revenue Highlights**

**Property Taxes** **\$87,991,041**

- ♦ Property Value Growth Estimated at 8%
- ♦ Compression (Levy Code 1) Estimated at 11.76%
- ♦ Revenue Loss Due to Mid-County Annexations Estimated at \$448,000

**Business Income Tax** **\$25,694,042**

- ♦ Growth Estimated at 6.15%; Parallels Estimated Growth in Corporate Income Taxes (State of Oregon/Economic & Revenue Forecast - 3/94)
- ♦ Y-T-D Business Income Tax Currently at 91% of FY 92-93 Collections

**Service Reimbursements** **\$14,697,416**

- ♦ Majority (\$12.4 Million) of This Revenue Represents Indirect Costs Paid to the General Fund by Other Funds

**Beginning Working Capital (BWC)** **\$11,971,016**

- ♦ Estimated FY 93-94 Expenditures at 96% of Revised Budget
- ♦ Includes Approximately \$1.9 Million Capital Carryover to be Transferred to CIP Fund

**Motor Vehicle Rental Tax** **\$6,711,397**

- ♦ Projected to be 9% Higher Than Anticipated FY 93-94 Receipts
- ♦ Revenue Growth Displays a Distinct Two-Year Pattern Over Past Six Years; Factors Include Increase in Rental Rates, Increase in Number of Rental Outlets and Continued Strength of Local Economy

**U.S. Marshal Per Diem** **\$3,382,633**

- ♦ Estimated Revenue Based on U.S. Marshal Lease of 100 Jail Beds per Day
- ♦ Factors Influencing Downward Trend in This Revenue Source Include Less Activity in Federal Court and U.S. Marshal Utilizing Clark County, WA

**A&T/Recording Fees** **\$2,000,000**

**Video Lottery - Economic Development** **\$1,780,870**

Carrie



# MULTNOMAH COUNTY, OREGON

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## BOARD OF COUNTY COMMISSIONERS

BEVERLY STEIN  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

## PLANNING & BUDGET

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Billi Odegaard  
Hal Ogburn  
Lorenzo Poe  
District Attorney Mike Schrunk  
Sheriff Bob Skipper  
Betsy Williams

BOARD OF  
COUNTY COMMISSIONERS  
1994 JAN 19 AM 11:34  
MULTNOMAH COUNTY  
OREGON

FROM: Dave Warren *DW*

DATE: January 17, 1994

SUBJECT: Responses to Board Suggestions and Questions About 1994-95 Measurements and Narrative -- Part 2

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Here is the final batch of suggested changes to measurements and narrative that result from the Board's serious efforts in December and January to identify issues regarding key results that will be shown in the budget document.

Naturally, the discussions identified a sizable number of suggested changes to measurements and narrative, and produced some topics that will require further analysis. As the discussions proceeded, I tried to keep track of these items. The attached listing captures all the proposed changes that I heard from December 22 through January 5.

The list is organized by department. The division and program where the measurement or narrative may require changes is shown as follows:

### DIVISION

### Program

**Each key result or narrative is in bold face** - The Board's proposal for change is not in bold face. *My suggestion for what you should do is in italics.*

Please respond to each of the proposed changes in the list that deals with your department. I believe that where discussion of questions asked by the Board is appropriate, this discussion would be best captured in a single comprehensive memo from you to the Board. Please send that response to me. I would like the opportunity to review the responses to make sure they answer what the Board asked. In some cases, my interpretation of the question may be ambiguous enough that your responses might not be what they were

Responses about Measurements and Narrative  
January 17, 1994

looking for. I suggest mid-February as the due date for these memos, although I am open to other suggestions.

Where the Board wanted revised or new BUD J's to be prepared, please revise or create the Bud J's. Send them to the Budget Office on a floppy, please. The Word Processing unit on the 14th Floor here is trying to incorporate all the measurements into a single document, and the revised ones should be put in there. I will make sure that these new BUD J's are sent up to the Board from here when they are in final form. Many of these revisions may be done quickly. However, some will take longer than the discussions in the memo. All of these measures should be in final form when budget requests are submitted on February 22.

As Meganne Steele and I mentioned during budget training, all BUD J's should be in final form when the budget requests are turned in on February 22, 1994, complete with changes and the data to show in the document.

In most cases, performance trends were not discussed with the Board. It is important that these be revised along with the key results. Meganne Steele will be working on this with the Budget Office. She will contact you directly.

Please give me a call if you have questions. My number is 248-3822.

attachment

c. Board of Commissioners  
MSS Managers  
Larry Aab  
Kelly Bacon  
Ben Buisman  
Susan Clark  
Shaun Coldwell  
Marie Eighmey  
Margaret Epting  
Rey Espana  
Bill Farver  
Kathy Gillette  
Jeanne Goodrich  
Ching Hay  
Kathy Innes  
Susan Kaeser  
Bev Lauck  
Mike Oswald  
Tom Simpson  
Meganne Steele

## Children and Families Svcs Narrative and Measurement Questions

### ADULT MENTAL HEALTH

#### Crisis and Acute Care Services

**Reduction in number of emergency holds** - Revise to show both numbers and percent change. *Revise Bud J and send to P&B on disk*

**Number of police trainings** - Try to find an outcome measurement for this training to test its impact on police behavior. Consider following up after the training or showing, as the measurement, pre and post test results. Could this training affect the number of emergency holds or jail population? *Discuss the proposal in a memo to the Board through P&B.*

Consider substituting a measurement of the percentage of police officers who have received this training within x years. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**Allegedly mentally ill persons seen in crisis services within two weeks ...** - Consider finding a measurement of the appropriateness of the crisis services. Rework the "demonstrates" section to explain that this is an efficiency measure, and clarify the definition. *Revise Bud J and send to P&B on disk*

#### Commitment Discharge Planning

**Reduction of ADP . . . of Multnomah County residents in State hospital beds** - Substitute a count of the number of days Multnomah County residents exceed the State-allotted beds. Explain in the "Notes" section the change in projected allotted ADP for 94-5. *Revise Bud J and send to P&B on disk*

**Percentage of utilized structured housing sites** - Retitle and rework the "Demonstrates" section to clarify that this tests use of a resource. Rework to show the relation of this measurement to Commitment Discharge Planning. *Revise Bud J and send to P&B on disk*

**Efficiency of New Patient Assessments** - Retitle so that it is clear that this measures the percent of patients assessed within 15 days. *Revise Bud J and send to P&B on disk*

#### Residential Care Facilities

**Length of community tenure** - Rework the measure, because it is unclear what it measures and why as it stands, or substitute a measurement of "recidivism" instead which the Board considers more relevant to their understanding of the situation. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

## Children and Families Svcs Narrative and Measurement Questions

**Number of reportable incidents** - Define reportable incidents. *Revise Bud J and send to P&B on disk*

**RCF utilization rate** - Rework the measure. Consider combining it or with the ADP measurement or cross-referencing it to that measurement. *Revise Bud J and send to P&B on disk*

### Community-based Services

**Percentage of individuals administered the Ability Scale** - Explain the Ability Scale and discuss the meaning of the scores. As it stands, the measurement is too limited, but the results of the test may be of great value in evaluating the impact of County efforts. Consider elevating this to a performance trend. *Discuss the proposal in a memo to the Board through P&B or revise the Bud J and send to P&B on disk. Discuss it as a performance trend with Meganne Steele.*

**Number of individuals in Dual Diagnosis Treatment** - This appears to be a measure of the percentage of those needing treatment who get it. As it stands, the measure does not make this clear. Discuss the effectiveness of the treatments. *Discuss the proposal in a memo to the Board through P&B, revise Bud J and send to P&B on disk*

### Special Projects

**PSRB Successful Completion** - Spell out the acronyms and clarify the measurement. *Revise Bud J and send to P&B on disk*

**Seniors / MDT Utilization** - Drop the measurement.

**Homeless / Permanent Housing** - Rewrite the definition and discuss the relationship of Bridgeview capacity to the program. *Revise Bud J and send to P&B on disk*

### Precommitment Hospitalization

**Number of hospitalized allegedly mentally ill persons by type of hold** - Drop the measure because it is a workload measure.

**Number of out-of-county precommitment hospitalizations** - Consider dropping this measure or discuss the impact of this group of holds. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

## Children and Families Svcs Narrative and Measurement Questions

**Percent of . . . hospitalization that are publicly funded . . . - Drop the measurement.**

*Since the Board recommends dropping all the measurements proposed for Precommitment Hospitalization, consider creating a different measurement.*

*The Board appears to be most interested in effectiveness measures (and I do not see much potential for one here), efficiency measures, and measures of repeat clients. Perhaps we could measure average length of hold (although we may have no influence on that) or percentage of allegedly mentally ill persons held that have been committed before or have been through the pre-commitment process before.*

*Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

### Involuntary Commitment Investigation

**Number of precommitment investigations annually - Consider dropping the measurement or recording the effort elsewhere (in the budget narrative). It appears to be a workload measure. Discuss the proposal in a memo to the Board through P&B or drop the measurement.**

**New measurement - Find a measurement that reflects the goal of the program. Consider measuring hospitalization costs saved through prompt investigation or adequacy of the findings resulting from the investigations. Create Bud J and send to P&B on disk**

### CHILDREN'S MENTAL HEALTH

#### Managed Mental Health

**Percentage of children institutionalized. - Reverse the measurement to show the percentage who are not institutionalized. Revise Bud J and send to P&B on disk**

**Number of suicide attempts ages 0 - 17 years - Revise the "Demonstrates" section or include a "Notes" section to explain the relationship to the Partners Project. Explain the strategy in the "Notes" or in the narrative for the program.**

**Increase family preservation - Define "runaway". Consider showing "missing" as a separate category. Divide into separate measurements, consider dropping in light of the next two measurements or revise Bud J and send to P&B on disk**

## Children and Families Svcs Narrative and Measurement Questions

**New measurement** - Consider a measurement that will show the affect of our efforts to reduce runaways such as "Percent of children diagnosed as mentally ill who run away." *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**New measurement** - Consider a measurement for "family preservation" that will track appropriate placement since preservation of a dysfunctional family is not the sole goal. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

### School-based Services

**Percentage of children . . . prepared to participate successfully in school** - Why is this a County measurement? Look at our contribution and suggest a measurement to evaluate our effort. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**Attendance and completion of high school of all students** - Rework, substituting State benchmark language. *Revise Bud J and send to P&B on disk*

**Percentage of clients who express satisfaction with service through survey** - Clarify "outpatient". Consider including another measurement as well, one of contractor quality or effectiveness. *Revise Bud J and send to P&B on disk. Discuss the proposal for another measurement in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**New measurement** - Find a measurement of our CARES program or some other measurement of our efforts in dealing with child abuse. *Create Bud J and send to P&B on disk*

### Targeted Services

**New measurement** - Find a measurement of our efforts in dealing with child abuse, such as a measurement of RAP (?) or other programs and their effectiveness. *Create Bud J and send to P&B on disk*

### ALCOHOL AND DRUG ABUSE

#### General

Look for and suggest measurements of the effectiveness of our programs. *Discuss the proposal in a memo to the Board through P&B and create Bud J's as appropriate and send to P&B on disk*



## Children and Families Svcs Narrative and Measurement Questions

### Assessment and Intervention

**Percent of clients referred who enroll for other services** - The measurement needs baseline and potential. Expand "Demonstrates" to discuss the use of this as a proxy measure. Identify the subcategories of the kinds of services in which clients enroll on the BUD J. *Revise Bud J and send to P&B on disk*

**New measurement** - Consider a measurement that tracks the long term effect of the referrals and enrollment, such as recording the number of repeat clients among those who enroll compared to those who do not. Consider collecting the results by cross-referencing the outcome measures of other County programs and non-County programs. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

### Prevention

**General** - Note that these measures are Oregon Benchmarks, in the title and in the "Demonstrates" section. Consider additional or alternative measures for the effectiveness of our specific programs. Rework "Baselines" and "Potential" to show numbers. *Revise the Bud J's and send to P&B on disk. Discuss the proposal for other measurements in a memo to the Board through P&B.*

### Adolescent Treatment

**Percentage of adolescents successfully completing treatment** - Define "successful." *Revise Bud J and send to P&B on disk*

**New measurement** - Look for a long-term success / repeat client measurement. Consider requiring that contractors report on follow-up results. Demonstrate the cost effectiveness of continuation of treatment as compared with the cost effectiveness of recycling clients. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

### Methadone Treatment

**Percentage of clients not arrested during treatment** - Define "arrests." *Revise Bud J and send to P&B on disk*

### Sobering and Detoxification

**Public inebriates sheltered** - Rework to focus on the goal of the program. *Revise Bud J and send to P&B on disk*

## Community Corrections Narrative and Measurement Questions

### PERFORMANCE TREND

**New measurement** - Create a performance trend measuring the number and percent of Community Corrections clients who are employed at the time they cease to be supervised. *Discuss the proposal in a memo to the Board through P&B and create Bud D in conjunction with Meganne Steele and send to P&B on disk*

### ADMINISTRATION

#### Administrative Services

**Percent of payroll dedicated to training** - Consider revising to include the unit cost of training as well or instead of this measurement. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**Percent of supervised cases actively paying supervision fees** - Rework "Baseline" and "Potential" to consider data from other jurisdictions. *Revise Bud J and send to P&B on disk*

#### Program Development and Evaluation Management

**New measurement** - Consider measuring what kinds of evaluation have been completed. *Discuss the proposal in a memo to the Board through P&B.*

**New measurement** - Consider showing the percentage of contractors whose contracts call for them to report on at least one outcome measure. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

### DIAGNOSTICS

#### Probation Intake

**Improve client caseload distribution** - The name is confusing. Rework to clarify that it measures the number of offenders who move but continue to be supervised by the original Probation Officer. Consider tracking total transfers. *Revise Bud J and send to P&B on disk*

**Eliminate service duplication** - Clarify the name by using something like "eliminate duplicate intake processing." *Revise Bud J and send to P&B on disk*

#### Presentence Investigation

**Enhance tracking process** - Clarify measure and title or rework to focus it on a measurement of the time it takes to perform the tracking process. *Revise Bud J and send to P&B on disk*

## Community Corrections Narrative and Measurement Questions

### Evaluations

**Improve client referral process** - Clarify measure and title or rework to focus it on a measurement of the time it takes to perform the referral process. *Revise Bud J and send to P&B on disk*

### Hearings

**Parole revocations** - Rework the measurement to indicate the percentage of the entire population of parolees. *Revise Bud J and send to P&B on disk*

### Pretrial Services

**New measurement** - Add a measurement of the rate of failures to appear. *Create Bud J and send to P&B on disk*

**Increase successful case closures** - Drop this measurement.

### CLIENT SUPPORT AND TREATMENT SERVICES

#### Substance Abuse Services

**Successful completions (total number / percent of total)** - Tighten up the definition of "successful". *Revise Bud J and send to P&B on disk*

#### Women's Services

**Number of families who will increase the length of time between periods of homeless** - Restate to show the percentage of the caseload as well. *Revise Bud J and send to P&B on disk*

#### Marriage and Family Services

Restate all measurements to show percentage as well as numbers.

**Number of family mediation sessions** - Rework to show the percentage of families reconciled. *Revise Bud J and send to P&B on disk*

**Number of custody evaluations** - Rework to show the percentage of custody recommendations that do or do not go to trial. *Revise Bud J and send to P&B on disk*

## Community Corrections Narrative and Measurement Questions

### Education and Vocational Services

**Number of clients served** - Rework to show the percent of those eligible (up to the grant target) who are served. *Revise Bud J and send to P&B on disk*

### SANCTION PROGRAMS

#### Alternative Community Services

**Number of custody units used by parole/probation violators** - This measurement is extremely difficult to figure out. Rework it and clarify it so that an interested citizen would be able to understand it. *Revise Bud J and send to P&B on disk*

**Number of community service hours imposed by courts, and Number of volunteer hours provided by clients** - Rework and combine these measures to show the number of hours ordered and the percent of hours ordered that are served. *Revise Bud J and send to P&B on disk*

#### Probation / Parole Violation Center

**Number of offenders sanctioned to the center** - Why this measure? Consider dropping it. *Either drop the measurement or discuss its value in a memo to the Board through P&B.*

**New measurement** - Measure the cost per bed/day. Use the Sheriff's Corrections cost per bed/day computation as a model. *Create Bud J and send to P&B on disk*

#### Community Service Forest Project

**New measurement** - Consider a measure of recidivism of participants, or some other follow up measurement to test program outcome. *Create Bud J and send to P&B on disk*

**New measurement** - Measure the cost per bed/day. Use the Sheriff's Corrections cost per bed/day computation as a model. *Create Bud J and send to P&B on disk*

#### Volunteer / Student Intern Program

**New measurement** - Add a measurement of case bank / misdemeanants who are served at an acceptable ratio. *Create Bud J and send to P&B on disk*

## Community Corrections Narrative and Measurement Questions

**New measurement** - Add a measurement of participant satisfaction. *Create Bud J and send to P&B on disk*

### Diversion and Deferred Sentencing Programs

**Domestic Violence program completion, and Domestic violence reduction in those completing the program** - Discuss why the program completion rate is not 100%. *Discuss this in a memo to the Board through P&B. Rework the measurements to tighten up the definitions of "success" and "failure." Revise Bud J and send to P&B on disk*

**New measurement** - Add a measurement of drug diversion similar to the Domestic Violence measurements. *Create Bud J and send to P&B on disk*

### INTEGRATED SERVICE DISTRICTS

#### West District

**Percent of clients using automated behavior monitoring** - Revise "Definition" to clarify that it is percent of clients judged to be eligible. *Revise Bud J and send to P&B on disk*

**Percent of reported violations that do not result in incarceration in state facility** - Rework the measurement. Clarify what it is supposed to demonstrate, include baseline and potential computations. *Revise Bud J and send to P&B on disk*

#### Southeast District

**Early intervention with gang members, and Early intervention with female offenders** - Drop the measurements or find a measurement of the effectiveness of this early intervention to replace the raw numbers. *Revise Bud J's and send to P&B on disk*

#### Mid County District

**Increase neighborhood understanding of Community Corrections** - Drop the measurement, which is a workload measurement. Consider a measurement of neighborhood satisfaction based on a survey, or build an action plan to increase understanding in the neighborhood. *Create an action plan item.*

#### East District

**Improve service to transient east county offenders** - Consider replacing with a survey of service providers or work into an action plan. *Create an action plan item.*

## Management Support Services Narrative and Measurement Questions

### Labor Relations

**New measurement** - Consider a measurement of grievances. Some suggestions were to measure processing time, the number filed, and the effect on grievances of interest based bargaining. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**New measurement** - Develop a measurement of "customer satisfaction" keeping in mind the variety of customers being served. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**New measurement** - Find a way to measure progress toward interest based bargaining. *Discuss the proposal in a memo to the Board through P&B or create an action plan item for inclusion in the budget.*

### EMPLOYEE SERVICES

#### Word Processing

**New measurement** - Consider a measurement of jobs turned around within the time requested. *Create Bud J and send to P&B on disk*

**New measurement** - Consider measuring the cost per document or cost per page. *Create Bud J and send to P&B on disk*

**Discussion** - Discuss the possibility measuring the quality of final documents prepared by Word Processing in comparison with the quality of similar documents produced by other means, and the overall cost avoidance that having a word processing center produces when compared with the need to duplicate equipment in decentralized sites. *Discuss this in a memo to the Board through P&B.*

### Personnel

**Percent of eligible lists delivered within 4 weeks** - Rework to include the numbers of eligible lists in the data and the definition. *Revise Bud J and send to P&B on disk*

**New measurement** - Create a measurement linking Personnel activities with affirmative action goals. Consider displaying affirmative action statistics about eligible lists rather than total work force. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

## Management Support Services Narrative and Measurement Questions

### Training

**Student evaluation of Cultural Diversity course** - Why show results for this course separately? Consider measuring this course in other ways such as change in the number of lawsuits, grievances, etc. after the course is taken, or find some other way to measure the results of the course. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**New measurement** - Find a way to measure the use of the training capacity we provide. *Create Bud J and send to P&B on disk*

**Service award timeliness** - Consider alternative ways to provide employee recognition. *Discuss the proposal in a memo to the Board through P&B.*

### Health and Benefits

**New measurement** - Add a measurement of cost as a percent of average private health plan costs. *Create Bud J and send to P&B on disk*

### AFFIRMATIVE ACTION

**Discuss** - Discuss how the Affirmative Action Office's exit interview is used and its results communicated to managers and the Board. *Discuss in a memo to the Board through P&B.*

**Minority employees as a percent of workforce availability** - On the BUD J, break out individual minority groups. *Revise Bud J and send to P&B on disk*

**Discuss** - Discuss the potential and strategies for attempting to cause minority and female employment in the County work force to reach more than 100% of workforce availability. *Discuss in a memo to the Board through P&B.*

**General** - Rework the BUD J's to simplify their language so an interested citizen can readily understand them. *Revise Bud J's and send to P&B on disk*

### EMERGENCY MANAGEMENT

**Number of personnel trained in the Intro to Incident Command System to date** - Consider showing both the number and the percentage of those eligible. On the BUD J, break out those trained by department so that deficiencies can be more readily identified. *Revise Bud J and send to P&B on disk*

## Management Support Services Narrative and Measurement Questions

### PURCHASING

**Cost per dollar purchase** - Rework the "Demonstrates" section to clarify what the measurement is supposed to show rather than an explanation of how it comes about that the cost is low. Use a "Notes" to explain what has happened.

*Revise Bud J and send to P&B on disk*

**Percent of contracts routed through Purchasing within 5 business days** -

Use "Notes" to explain annual fluctuation in number of contracts. *Revise Bud J and send to P&B on disk*

**Percent of customers satisfied** - Rework the "Potential" section to establish an achievable goal better than the baseline. *Revise Bud J and send to P&B on disk*

### COUNTY COUNSEL

**Percent of requested legal training provided** - Rework the BUD J to clarify the sections. Move the current "Definition" to "Baseline". Explain in "Definition" how the percent will be calculated. Estimate an achievable potential. *Revise Bud J and send to P&B on disk*

**Percent of Oregon State Bar training received by staff** - Drop the measure.

**New measurement** - Consider surveying users of County Counsel services to determine their satisfaction. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

### RISK MANAGEMENT

**General** - Revise the definitions into simpler language that an interested citizen would be able to understand. *Revise Bud J's and send to P&B on disk*

**Average cost of liability claims** - Clarify "Demonstrates" to identify the outcome we would like to achieve. *Revise Bud J and send to P&B on disk*

**New measurement** - Consider adding a measurement of training effectiveness and a measure of the capacity we provide that is being used. *Discuss the proposal in a memo to the Board through P&B or create Bud J's and send to P&B on disk*



## Management Support Services Narrative and Measurement Questions

### FINANCE

#### Accounting

**Number of incidents of non-compliance with Audit of Oregon Municipalities minimum standards** - Rework and clarify the measurement so that an interested citizen would be able to understand. *Revise Bud J and send to P&B on disk*

**Return on investment as a percent of Treasury Bill Rate** - Rework the measurement to explain the relationship of our return to the T-Bill rate, or whatever rate you decide to use as the comparison. *Revise Bud J and send to P&B on disk*

**Investment grade bond rating** - List the investment ratings by rank and explain the implications of the minimum acceptable rating for the County. *Revise Bud J and send to P&B on disk*

## Health Department Narrative and Measurement Questions 1/5/94

### GENERAL

**New measurements** - Look for ways to measure customer satisfaction throughout the array of Health Department programs, and include such measurements in the budget. *Discuss the proposal in a memo to the Board through P&B or create Bud J's and send to P&B on disk*

**Measures for CareOregon** - Develop measurements for CareOregon. Consider tracking the number unserved or the number or percentage not covered now that gain access to health care through CareOregon. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

### PRIMARY CARE

#### Medicaid / Medicare Eligibility

**Percent of clients potentially eligible for Medicaid coverage who are screened for Medicaid eligibility** - The "Definition" should define the size of the eligible group. The "Demonstrates" section should be rewritten to show the relationship of the measurement to the goal of the program. *Revise Bud J and send to P&B on disk*

#### Prepaid Program Services

**Percent of Emergency Room visits by MULTICARE/REEP enrollees that are unauthorized** - Restate positively "percent . . . that are authorized." *Revise Bud J and send to P&B on disk*

#### Homeless Children's Project

**Percent of 2-yr. old project clients who are appropriately immunized** - Clarify definition to define the client group and show the numbers. *Revise Bud J and send to P&B on disk*

#### Burnside Health Center

**Percent of Burnside Health Clinic clients immunized for : Pneumovax, Tetanus** - Split into two measures. Rewrite the "Demonstrates" section to clarify the relationship between the measurement and the goal of the program. Consider using both total numbers and percentages in the measurement. Define "Pneumovax" on that measurement. *Create Bud J and send to P&B on disk*

## Health Department Narrative and Measurement Questions 1/5/94

### DENTAL

#### School and Community Dental Services

**Percent 6-8 year olds caries free** - Rewrite title, changing "caries" to "decay".

*Revise Bud J and send to P&B on disk*

#### Dental Clinics

**Dental Relative Value Unites (RVU)** - Retitle to something an interested citizen would understand. Continue to specify RVU's in the "Definition" section. *Revise Bud J and send to P&B on disk.* Consider including Dental Hygienists in the FTE that are used to compute the number per FTE. *Discuss the proposal in a memo to the Board through P&B or further revise the Bud J and send to P&B on disk*

### SERVICES AND SUPPORT

#### Pharmacy

**Prescriptions dispensed to county clients per FTE pharmacist** - Rework the title and measure to account for the assistance of technicians. *Revise Bud J and send to P&B on disk.* Consider dropping the measurement and substituting, or adding as a separate measurement, cost per prescription. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**New measurement** - Attempt to determine a quality control measurement, such as a pharmacy error rate. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

#### Medical Supplies and Services

**Number of items ordered per FTE** - Rework the measurement to clarify that these are "non-stock" orders and explain the relationship to Central Stores. *Revise Bud J and send to P&B on disk*

#### Health Education Unit

**Number of health education presentations per FTE** - Drop the measure. Look for a measurement of session quality, for example, pre / post tests, customer satisfaction, or a follow up of some kind. *Create Bud J and send to P&B on disk*

## Health Department Narrative and Measurement Questions 1/5/94

### BUSINESS SERVICES

#### Payables

**Percent of claims . . . paid within one month of receipt** - Show on the BUD J the percent that would be paid with 60 days, etc., and consider using some other time frame for the numbers in the measurement. *Revise Bud J and send to P&B on disk*

#### Information Systems

**Programming enhancements developed per \$10,000 expenditure** - Rework the measurement to link the baseline and potential to the measurement itself (clarify the whole thing so that an interested citizen would be more likely to understand it). *Revise Bud J and send to P&B on disk*

### CORRECTIONS HEALTH

#### Mental Health

**Percent of incarcerated clients with mental health needs who receive psychiatric interventions** - Show the total number as well as the percent. *Revise Bud J and send to P&B on disk*

**New measurement** - Look for a broader measurement to follow up on the problem such as percent who remain on medication or continue to receive treatment after they are released from custody. *Discuss the proposal in a memo to the Board through P&B or create Bud J and send to P&B on disk*

**New measurement** - Include a measurement of the percent of the incarcerated population with known mental health problems. *Create Bud J and send to P&B on disk*

Carrie



# MULTNOMAH COUNTY, OREGON

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**BOARD OF COUNTY COMMISSIONERS**

BEVERLY STEIN  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

**PLANNING & BUDGET**

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

TO: Tim Reddington,  
Tax Supervising and Conservation Commission

FROM: Dave Warren, *DCW*  
Multnomah County Budget Office

DATE: May 4, 1994

SUBJECT: 1994-95 Multnomah County Budget

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On May 2, 1994, I delivered to your office the Multnomah County 1994-95 Budget. As the resolution accompanying the document says, the Board of County Commissioners, sitting as the Budget Committee, directed that the document be submitted to TSCC for review.

Because a majority of the Board intends to change programs included in the document, after public review beginning May 3, 1994, the Board was unwilling to use the word "approve" in the resolution or the budget document itself.

In conversations with me, you have expressed reluctance to accept this document for TSCC review under the Local Budget Law. Your reluctance stems from the County Commission's decision to submit the document with the caveat that the budget has not been "approved" by the Board.

What follows is my view as to why the budget submitted allows TSCC to proceed with review and certification.

Municipal corporations "submit" their budgets to the Tax Supervising and Conservation Commission for review (see ORS 294.635 and 294.640). The form and content of the budget is dictated by ORS 294.352. The Multnomah County budget for FY 1994-95 conforms to these requirements. Submission of the budget to Tax Supervising triggers review by TSCC to determine whether any budgeted item is not authorized by law and whether the total tax levy exceeds the amount permitted by law (ORS 294.650). TSCC then certifies to the levying Board any objections it may have to "adoption of the budget or any item therein" (ORS 294.645). Thus, adoption of the budget follows rather than precedes submission to TSCC. (See also, ORS 294.435 (2) - after receiving TSCC's certification governing body adopts budget and makes appropriations.)

The municipal corporation may not increase its property tax levy, and it may not increase the estimated expenditures in any fund more than ten percent above that submitted to TSCC (ORS 294.435 (2)). The municipal corporation may, on the other hand, amend the budget prior to adoption. Submission of the budget to TSCC does not limit a levying Board's ability to later change appropriations (ORS 294.435 (2)).

Tim Reddington  
May 4, 1994  
Page 2

In sum, by directing the Budget Office to submit the Multnomah County Executive Budget to the Tax Supervising and Conservation Commission, the Board of Commissioners has taken all the steps necessary for the Tax Supervising Commission to perform its statutory functions. The lack of consensus on the funding levels for various programs in the County's FY 1994-95 budget does not, in my view, impede TSCC. The budget submitted contains the required information in the required format.

If the Tax Supervising and Conservation Commission decides it cannot review the 1994-95 Multnomah County Budget as submitted on May 2, Multnomah County will take the necessary action to resubmit the budget. This will probably not change the fact, though, that the budget will still undergo further changes before adoption.

For pragmatic reasons, including the statutory deadlines and time frames within which Tax Supervising must complete its review, I urge you to consult with your legal counsel (Attorney General's office) and reach a determination as quickly as possible on whether resubmittal is required.

c Board of County Commissioners  
Larry Kressel, County Counsel



# MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS  
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PAULINE ANDERSON  
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RICK BAUMAN  
SHARRON KELLEY

CLERK  
PLANNING & BUDGET  
PORTLAND BUILDING  
1120 S.W. 5TH—ROOM 1400  
PORTLAND, OREGON 97204-1934

PHONE (503) 248-3883

To: Dave Warren; Budget Manager 5/5/94

From: Kathy Innes; Budget Analyst

Subject: Submittal of 94/95 budget to Tax Supervising

I read your memo of May 4, 1994 but I am still concerned that the County may be out of compliance with the Local Budget Law. Local Budget Law does prescribe the form and content for the budgets of municipal corporations, as you note in your memo (ORS 294.352). It also provides for the creation of Tax Supervising Commissions in counties with a population exceeding 500,000 (ORS 294.635). But as ORS 294.326 states, the county must also comply with ORS 294.406 through 294.564.

ORS 294.326 (1) Except as provided in subsections (2) to (9) of this section, it is unlawful for any municipal corporation to expend money or to levy a tax in any year upon property subject to taxation unless the municipal corporation has complied with the provisions of ORS 294.305 to 294.520, 294.555 and 294.565

I don't think any of the exceptions in 2 through 9 of 294.326 apply in this case.

ORS 294.421 (7) "A municipal corporation having a population exceeding 250,000 inhabitants, according to certified estimates of population made by the State Board of Higher Education, shall, in lieu of the publication and notice prescribed in subsection (1) of this section, submit its budget document, as approved by the budget committee to the tax supervising and conservation commission within its county, if there is such a commission, at least 20 days prior to the legal date of the public hearing before the tax supervising and conservation commission on the budget, and the budget document shall thereupon be open to inspection by any taxpayer or citizen."

ORS 294.430 (1) "Except as provided in subsections (2) and (3) of this section, the governing body of a municipal corporation shall meet at the time and place designated in the notice of meeting required by ORS 294.416 for the purpose of holding a public hearing on the budget document as approved by the budget committee. At the meeting any person may appear for or against any item in the budget document.

(2) any municipal corporation having a population exceeding 100,000 and located in a county having a tax supervising and conservation commission shall, in lieu of the meeting provided for in subsection (1) of this section, submit its budget to the tax supervising and conservation commission of the county. The governing body of such municipal corporation or its representatives shall meet with the taxpayers thereof at a public hearing to be called and conducted by the tax supervising and conservation commission

ORS 294.321 states that one of the purposes of the Budget Law is to "provide for specific methods for obtaining public views in the preparation of fiscal policy" (subsection 4); and "to enable the public, taxpayers, and investors to be appraised of the financial policies and administration of the municipal corporation in which they are interested." (subsection 6)

Tax Supervising should have a copy of the approved budget to be "open to inspection by any taxpayer or citizen" (ORS 294.421 (7)) 20 days prior to the Tax Supervising hearing. Notice of the hearing is published in the newspaper 8 to 14 days prior to the meeting. These provisions give the public the opportunity to review the expenditures planned by the Board of County Commissioners and to testify at the tax Supervising hearing. I don't understand how the approved budget which details the Board of County Commissioner's plans to spend monies can be inspected at Tax Supervising if Tax Supervising doesn't have an approved budget. I also don't understand how the public can form an opinion on planned spending and testify at the Tax Supervising hearing if the spending plan is not known by them.

From the above I conclude that

1. Because Multnomah County has more than 250,000 inhabitants it **must submit its budget document as approved by the budget committee to TSCC 20 days before the TSCC hearing.** (ORS 294.421 (7)). I believe our hearing is scheduled for June 9th. May 20th is 20 days prior to June 9th.

2. Because Multnomah County has more than 100,000 population it must, in lieu of holding its own public meeting on the budget document as approved by the budget committee, submit its budget document to TSCC and TSCC must call and conduct a hearing on the approved budget. ORS 294.430 (2)

3. TSCC should have a copy of the approved budget to be "open to inspection by any taxpayer or citizen" (ORS 294.421 (7)) 20 days prior to the Tax Supervising hearing so that taxpayers can effectively appear for or against any item in the budget document. The published notice of meeting time and place gives them the opportunity to testify as to their opinions of the budget plan.

4. Because the Board of County Commissioners has stated that the "submitted" budget is not their approved budget and that they intend to change it, it is difficult for the public to know how the Board intends to allocate funds. Given this, how can taxpayers know what their opinion of the plan is?

294.421 (7) exempts Multnomah County from the publication requirements of ORS 294.421 (1)\*

\*ORS 294.421 (1) "subject to subsections (3) to (9) of this section, the summary of the budget document approved by the budget committee shall be published at least once prior to the time appointed for the proposed meeting of the governing body in accordance with ORS 294.430, in one or more of the newspapers published in the municipal corporation and having a general circulation in the municipal corporation," ... "The publication shall be not less than 15 and not more than 25 days prior to the date of the meeting."

cc: Tim Reddington  
Bill Farver  
Board of County Commissioners  
Larry Kressel; County Counsel





# MULTNOMAH COUNTY, OREGON

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**BOARD OF COUNTY COMMISSIONERS**

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PHONE (503)248-3883

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TO: Board of County Commissioners  
FROM: Dave Warren  
DATE: May 5, 1994  
SUBJECT: List of Add Packages Included in the 1994-95 Executive Budget

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Attached is a copy of the list of Add Packages included in the Executive Budget sorted by department. It is different from the list that was given to Board Staff on April 25 in that the item for additional counselors to expand the Save Our Youth program in Juvenile Justice on page 2 was not on the original list. In putting the list together, I skipped it accidentally.

c CIC  
Patrol

			FTE	Net General Fund	Other	Total Budget
COMMUNITY AND FAMILY SERVICES						
	Family Services Programs					
		Increased Mental Health Consultation at School Based Clinics	2.87	190,374		190,374
		Increase to 6 Family Centers (note: funding for CHN's is in Health)	0.00	615,000		615,000
		Asian Acculturation Center	0.00	160,000	40,000	200,000
		Hispanic family support and school retention	0.00	100,000		100,000
		Mt. Hood Head Start mental health services	2.40	109,656	14,560	124,216
		Homeless Families project case management	0.00	120,000		120,000
		Respite care contracts for both Family Support and Domestic Abuse prevention	0.00	100,000		0
		Level 7 program with CSD revenue	1.00	0	1,149,263	1,149,263
		Touchstone program enhancement	3.00	153,848		153,848
	Good Government					0
		Leaders Roundtable support	0.00	10,000		10,000
	Public Safety					0
		CARES program enhancement	2.00	109,696		109,696
		School-based education on domestic violence and shelter-based svcs	0.00	110,000		110,000
		Child abuse inventory of services and d.p. system design	0.00	80,000		80,000
		Child abuse prevention groups at each Family Center	0.00	60,000		60,000
		Diversion services at each Family Center	0.00	300,000		300,000
						0
HEALTH DEPARTMENT						0
	Family Services Programs					0
		Urgency (after hours) clinic	2.60	184,000		184,000
		Primary Care Team	4.15	233,592		233,592
		Two middle school clinics	3.00	207,228		207,228
		Expand Roosevelt Clinic	1.50	81,523		81,523
		Drug free babies (continuation of START program)	2.50	121,498		121,498
		North Portland Clinic expansion	0.00	0	1,500,000	1,500,000
		Outreach worker coordinator and training program	1.00	81,580		81,580
		Match for potential OCF grant to improve and coordinate outreach	0.00	15,000		15,000
		Increase CHN's in Family Centers to full time, and expand to six centers	3.80	224,785		224,785
		Support for coalition health clinics	0.00	25,000		25,000

		FTE	Net General Fund	Other	Total Budget
	Good Government				
	Building management for entire McCoy Building	0.00	125,000		125,000
	Public Safety				0
	Corrections Health for admissions at Justice Center	1.50	83,000		83,000
	Corrections Health portion of Mental Health in Jails	6.50	360,000		360,000
					0
	AGING SERVICES				0
	Family Services Programs				0
	Intergenerational services program	0.50	60,000		60,000
	Adult Care Home Regulation committee staffing by PMCOA	0.00	11,640	9,048	20,688
	Adult Care Home recreational specialist	0.50	12,222		12,222
	Services to population in mid-county	0.00	25,000		25,000
					0
	JUVENILE JUSTICE				0
	Public Safety				0
	Child Abuse victims and offenders counseling	0.00	170,000		170,000
	Sex offender counselors	2.00	95,752		95,752
	Adjudication counselors	3.00	140,245		140,245
	Sex Offender residential and outpatient program (1/2 year)	6.75	434,110		434,110
	Juvenile Justice misdemeanor mandatory diversion	12.00	550,787		550,787
	Victims and Offenders Reconciliation Project VORP expansion	0.00	100,000		100,000
	Project Payback	0.50	27,771		27,771
	Additional counselors to expand Save Our Youth program	2.00	93,341		93,341
	Improve food service by using kitchen in Juvenile Justice Complex	0.00	14,370		14,370
					0
	DISTRICT ATTORNEY				0
	Public Safety				0
	Neighborhood DA for SE	1.50	93,379		93,379
	Support Enforcement	2.00	57,344	109,736	167,080
					0
	SHERIFF				0
	Public Safety				0
	JDH Security	3.00	106,950		106,950

			FTE	Net General Fund	Other	Total Budget
						0
		ENVIRONMENTAL				0
		Family Services Programs				0
		CIP - contribution for construction of Brentwood-Darlington center	0.00	200,000		200,000
		Good Government				
		Pet adoption center in Clackamas Town Center	1.00	33,011		33,011
		Rural Area Plan - Sauvies Island	0.00	15,000	60,000	75,000
		Mediation services for Planning	0.00	5,000		5,000
		Appraisal support for BOE	1.00	42,633		42,633
						0
		COMMUNITY CORRECTIONS				0
		Public Safety				0
		Staff to meet workload formula, 1/2 year, pending study	5.50	285,670		285,670
						0
		NONDEPARTMENTAL - MSS				0
		Good Government				0
		County Counsel - labor/employment lawyer	1.00	0	65,314	65,314
		Affirmative Action - female sexual harassment investigator	0.50	16,711		16,711
		Employee Services - training support and grants for RESULTS	0.00	48,200		48,200
		Budget - software to consolidate and make policies/procedures accessible	0.00	20,000		20,000
		Labor Relations - support staff for heavy contractual year	1.00	48,018		48,018
		Public Safety				0
		Emergency Mgmt - purchase of radios for 800 Mhz	0.00	14,299		14,299
		Emergency Mgmt - earthquake education printing	0.00	2,601		2,601
						0
		LIBRARY				0
		Family Services Programs				0
		Increase support to day care centers from 60 to 150	1.00	5,529		5,529
		Outreach, family day care support, and non day care children	1.00	81,580		81,580
		Student support education program	1.50	121,128		121,128
		Good Government				0
		Marketing director- grant match or January start up	0.50	39,848		39,848
						0

			FTE	Net General Fund	Other	Total Budget
NONDEPARTMENTAL - INDEPENDENT AND OTHER						0
	Good Government					0
		Auditor - include County services on survey by City Auditor, make countywide	0.00	10,000		10,000
		Auditor - upgrade computers	0.00	15,000		15,000
		Auditor - temporary help - experts in specific audit areas	0.00	15,000		15,000
		Chair - support for Progress Board	0.00	60,000		60,000
		Chair - coordinate information at 1995 legislative session	0.00	30,000		30,000
		DPMC projects: ASD / State data integration, communication between	0.00	544,550		544,550
		Library and County systems, Juvenile info system, "Criterion" license				0
		for Affirmative Action, help with DP strategic plan,				0
		OSU Extension - support staff for new faculty and telephone upgrade	0.00	25,740		25,740
	Public Safety					0
		DPMC - Sheriff's inmate and warrant system link to Courts	0.00	183,250		183,250
						0
						0