

ANNOTATED MINUTES

*Tuesday, April 7, 1992 - 9:30 AM
Multnomah County Courthouse, Room 602*

EXECUTIVE BUDGET MESSAGE

1. *1992-93 Executive Budget Message Presented by Chair Gladys McCoy.*

**THE EXECUTIVE BUDGET MESSAGE WAS PRESENTED BY
CHAIR GLADYS MCCOY.**

*Tuesday, April 7, 1992 - 10:15 AM
Multnomah County Courthouse, Room 602*

BOARD BRIEFINGS

- B-1 *Update on Library Activities - Presented by Ginnie Cooper.*

**LIBRARY DIRECTOR GINNIE COOPER AND LIBRARY
STAFF PRESENTED AN UPDATE ON MULTNOMAH
COUNTY LIBRARY ACTIVITIES.**

- B-2 *Briefing for the Corbett Community Strategy Plan - Presented by Sharon Timko and
Corbett Community Plan Task Force Members.*

**SHARRON TIMKO, STAFF TO CHAIR GLADYS MCCOY,
BRIEFED THE BOARD ON THE CORBETT COMMUNITY
STRATEGY PLAN.**

*Tuesday, April 7, 1992 - 11:15 AM
Multnomah County Courthouse, Room 602*

AGENDA REVIEW

- B-3 *Review of Agenda for Regular Meeting of April 9, 1992*
-

*Tuesday, April 7, 1992 - 1:30 PM
Multnomah County Courthouse, Room 602*

EXECUTIVE SESSION

- E-1 *The Multnomah County Board of Commissioners Will Meet in Executive Session to
Discuss Pending Litigation Pursuant to ORS 192.660 (1)(h).*

EXECUTIVE SESSION HELD.

Wednesday, April 8, 1992 - 9:30 AM
Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

1. *Public Hearing and Testimony for the SHERIFF'S OFFICE BUDGET*

**PUBLIC HEARING WAS HELD AND TESTIMONY WAS
HEARD ON THE SHERIFF'S OFFICE BUDGET.**

Wednesday, April 8, 1992 - 1:30 PM
Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

2. *Public Hearing and Testimony for the DEPARTMENT OF COMMUNITY CORRECTIONS
BUDGET*

**PUBLIC HEARING ON THE DEPARTMENT OF COMMUNITY
CORRECTIONS BUDGET RESCHEDULED TO FRIDAY,
APRIL 17, 1992, 9:30 A.M. TO NOON.**

Thursday, April 9, 1992 - 9:30 AM
Multnomah County Courthouse, Room 602

REGULAR MEETING

*Chair Gladys McCoy convened the meeting at 9:30 a.m., with Vice-Chair Sharron Kelley,
Commissioners Pauline Anderson, Rick Bauman and Gary Hansen present.*

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED
BY COMMISSIONER HANSEN, THE CONSENT CALENDAR
(ITEMS C-1 THROUGH C-3) WAS UNANIMOUSLY
APPROVED.**

NON-DEPARTMENTAL

- C-1 *In the Matter of the Appointment of Isadore G. Maney, Jr., term expires 9/95; to the
DEPARTMENT OF COMMUNITY CORRECTIONS CITIZENS BUDGET ADVISORY
COMMITTEE (CBAC)*
- C-2 *In the Matter of the Appointments of Al Armstrong, term expires 3/31/94; and Michael
Zollitsch, term expires 4/30/94; to the CITIZEN INVOLVEMENT COMMITTEE*
- C-3 *In the Matter of the Appointments of Kevin Fitts, term expires 1994; Susan Ziglinski, term*

expires 1992; Linda Reilly, term expires 1994; Sandra Bright-Fish, term expires 1992; and Mary Anne Hannibal, term expires 1994; to the MENTAL HEALTH ADVISORY COMMITTEE

REGULAR AGENDA

NON-DEPARTMENTAL MANAGEMENT SUPPORT

- R-1 *PUBLIC HEARING in the Matter of the Presentation, Discussion and Approval of the 1992-93 Budget for the Dunthorpe Riverdale Sanitary Service District No. 1*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-1. PUBLIC HEARING HELD. THE 1992-93 DUNTHORPE RIVERDALE SANITARY SERVICE DISTRICT NO. 1 BUDGET WAS UNANIMOUSLY APPROVED.

- R-2 *PUBLIC HEARING in the Matter of the Presentation, Discussion and Approval of the 1992-93 Budget for the Mid-County Street Lighting Service District No. 14*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-2. PUBLIC HEARING HELD. THE 1992-93 MID-COUNTY STREET LIGHTING SERVICE DISTRICT NO. 14 BUDGET WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-3 *Ratification of an Intergovernmental Agreement between the Oregon State Highway Division and Multnomah County Transportation Division for the County's Share of the Construction Costs and Other Obligations for an Eight Phase Traffic Signal at SE Stark Street at 202nd under Title II Highway Enhancement System*

COMMISSIONER HANSEN MOVED AND COMMISSIONER BAUMAN SECONDED. AGREEMENT WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF HEALTH

- R-4 *RESOLUTION in the Matter of the Asian Gypsy Moth Spray Program for North Portland*

COMMISSIONER ANDERSON MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-4. PUBLIC TESTIMONY WAS HEARD. RESOLUTION 92-47 WAS UNANIMOUSLY APPROVED.

- R-5 *Budget Modification MCHD #3 Authorizing Transfer of \$37,000 Professional Services to Capital within the Inverness Corrections Health Program Budget*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-5. BUDGET MODIFICATION WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF SOCIAL SERVICES

- R-6 *Budget Modification DSS #64 Authorizing Transfer \$19,899 Earmarked Minority Service Funds from Pass Through within the Aging Services Division/Contracted Services Budget to Temporary Personnel to create 4 to 6 Minority Outreach Community Liaison Positions (\$14,999), Education & Training (\$3,900) and Professional Services (\$1,000) to Cover Costs of Foreign Language Classes and Translation of Agency Materials*

COMMISSIONER BAUMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-6. BUDGET MODIFICATION WAS UNANIMOUSLY APPROVED.

- R-7 *Budget Modification DSS #65 Authorizing Transfer of \$12,000 from Aging Services Division/Public Guardian Savings from Vacant/Late Hire Positions to Professional Services and Supplies to Pay for Increased Court Visitor Fees, Income Tax Preparation, and Administrative Support for the New Positions Approved in the FY 91-92 Add Package*

COMMISSIONER KELLEY MOVED AND COMMISSIONER BAUMAN SECONDED, APPROVAL OF R-7. BUDGET MODIFICATION WAS UNANIMOUSLY APPROVED.

- R-8 *Budget Modification DSS #66 Requesting Authorization to Adjust Housing and Community Services Division/Community Action Program Budget Authority to Reflect Revenue Awards by Adding a net of \$339,619 which are used to Increase Pass Through, Temporary and Related Materials & Services*

COMMISSIONER KELLEY MOVED AND COMMISSIONER BAUMAN SECONDED, APPROVAL OF R-8. BUDGET MODIFICATION WAS UNANIMOUSLY APPROVED.

- R-9 *Budget Modification DSS #67 Requesting Authorization to Reclassify an Office Assistant 2 to an Office Assistant/Senior Position*

COMMISSIONER BAUMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-9. BUDGET MODIFICATION WAS UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

- R-10 *RESOLUTION in the Matter of Accepting the Corbett Community Strategy Plan*

COMMISSIONER ANDERSON MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-10. RESOLUTION 92-48 WAS UNANIMOUSLY APPROVED.

- R-11 *Second Reading and Possible Adoption of an ORDINANCE Adding New Chapter 8.75 to*

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER KELLEY MOVED AND COMMISSIONER BAUMAN SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. TESTIMONY RECEIVED. ORDINANCE NO. 717 WAS UNANIMOUSLY APPROVED.

- R-12 *Second Reading and Possible Adoption of an ORDINANCE Amending Multnomah County Code Chapter 3.11, Relating to Charitable Fund Raising on County Premises, by Changing the Membership of the Campaign Management Council and the Certification Criteria*

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER ANDERSON MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. NO TESTIMONY RECEIVED. ORDINANCE NO. 718 WAS UNANIMOUSLY APPROVED.

There being no further business, the meeting was adjourned at 10:30 a.m.

OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON


Carrie A. Parkerson

Thursday, April 9, 1992 - 1:30 PM
Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

1. *Public Hearing and Testimony for the DEPARTMENT OF ENVIRONMENTAL SERVICES BUDGET*

PUBLIC HEARING WAS HELD AND TESTIMONY HEARD ON THE DEPARTMENT OF ENVIRONMENTAL SERVICES BUDGET.

Friday, April 10, 1992 - 9:30 AM
Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

1. *Public Hearing and Testimony for the DEPARTMENT OF SOCIAL SERVICES BUDGET*

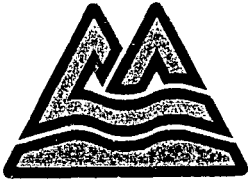
***PUBLIC HEARING WAS HELD AND TESTIMONY HEARD ON
THE DEPARTMENT OF SOCIAL SERVICES BUDGET.***

*Friday, April 10, 1992 - 1:30 PM
Multnomah County Courthouse, Room 602*

PUBLIC HEARING/BUDGET

2. *Public Hearing and Testimony for the DEPARTMENT OF HEALTH BUDGET*

***CAROLE MURDOCK, LUANA SHIPP, BILLI ODEGAARD,
TOM FRONK, MARY LOU HENNRICH, GORDON EMPEY,
JAN SINCLAIR, DWAYNE PRATHER, GLORIA McCLENDON,
JEANNE GOULD AND KATHY PAGE PRESENTATION AND
RESPONSE TO BOARD QUESTIONS. VIRNIN McKELLAR,
DONNA LEE SATHER, KATHY HAMMOCK AND CLINTON
NELSON TESTIMONY IN SUPPORT OF VARIOUS HEALTH
PROGRAMS FUNDING.***



MULTNOMAH COUNTY OREGON

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

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

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

April 6 - 10, 1992

Tuesday, April 7, 1992 - 9:30 AM - EXECUTIVE BUDGETPage 2
MESSAGE

Tuesday, April 7, 1992 - 10:15 AM - Board BriefingsPage 2

Tuesday, April 7, 1992 - 11:15 AM - Agenda ReviewPage 2

Tuesday, April 7, 1992 - 1:30 PM - Executive Session. . . .Page 2

Wednesday, April 8, 1992 - 9:30 AM - PUBLIC HEARING/BUDGET. Page 2

Wednesday, April 8, 1992 - 1:30 PM - PUBLIC HEARING/BUDGET. Page 3

Thursday, April 9, 1992 - 9:30 AM - Regular MeetingPage 3

Thursday, April 9, 1992 - 1:30 PM - PUBLIC HEARING/BUDGET .Page 4

Friday, April 10, 1992 - 9:30 AM - PUBLIC HEARING/BUDGET. .Page 5

Friday, April 10, 1992 - 1:30 PM - PUBLIC HEARING/BUDGET. .Page 5

BUDGET DELIBERATIONS SCHEDULEPage 6

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 22 for Paragon Cable (Multnomah East) subscribers
Saturday 12:00 PM, Channel 21 for East Portland and East County subscribers

Tuesday, April 7, 1992 - 9:30 AM

Multnomah County Courthouse, Room 602

EXECUTIVE BUDGET MESSAGE

1. 1992-93 Executive Budget Message Presented by Chair Gladys McCoy. 9:30 AM TIME CERTAIN. 30 MINUTES REQUESTED.
-

Tuesday, April 7, 1992 - 10:15 AM

Multnomah County Courthouse, Room 602

BOARD BRIEFINGS

- B-1 Update on Library Activities - Presented by Ginnie Cooper. 30 MINUTES REQUESTED.
 - B-2 Briefing for the Corbett Community Strategy Plan - Presented by Sharon Timko and Corbett Community Plan Task Force Members. 10:45 AM TIME CERTAIN FOR REVIEW OF AGENDA ITEM R-10. 30 MINUTES REQUESTED.
-

Tuesday, April 7, 1992 - 11:15 AM

Multnomah County Courthouse, Room 602

AGENDA REVIEW

- B-3 Review of Agenda for Regular Meeting of April 9, 1992
-

Tuesday, April 7, 1992 - 1:30 PM

Multnomah County Courthouse, Room 602

EXECUTIVE SESSION

- E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session to Discuss Pending Litigation Pursuant to ORS 192.660 (1)(h). 1 HOUR REQUESTED.
-

Wednesday, April 8, 1992 - 9:30 AM

Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

1. Public Hearing and Testimony for the SHERIFF'S OFFICE BUDGET

Wednesday, April 8, 1992 - 1:30 PM

Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

2. Public Hearing and Testimony for the DEPARTMENT OF COMMUNITY CORRECTIONS BUDGET
-

Thursday, April 9, 1992 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 In the Matter of the Appointment of Isadore G. Maney, Jr., term expires 9/95; to the DEPARTMENT OF COMMUNITY CORRECTIONS CITIZENS BUDGET ADVISORY COMMITTEE (CBAC)
- C-2 In the Matter of the Appointments of Al Armstrong, term expires 3/31/94; and Michael Zollitsch, term expires 4/30/94; to the CITIZEN INVOLVEMENT COMMITTEE
- C-3 In the Matter of the Appointments of Kevin Fitts, term expires 1994; Susan Ziglinski, term expires 1992; Linda Reilly, term expires 1994; Sandra Bright-Fish, term expires 1992; and Mary Anne Hannibal, term expires 1994; to the MENTAL HEALTH ADVISORY COMMITTEE

REGULAR AGENDA

NON-DEPARTMENTAL

MANAGEMENT SUPPORT

- R-1 PUBLIC HEARING in the Matter of the Presentation, Discussion and Approval of the 1992-93 Budget for the Dunthorpe Riverdale Sanitary Service District No. 1
- R-2 PUBLIC HEARING in the Matter of the Presentation, Discussion and Approval of the 1992-93 Budget for the Mid-County Street Lighting Service District No. 14

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-3 Ratification of an Intergovernmental Agreement between the Oregon State Highway Division and Multnomah County Transportation Division for the County's Share of the Construction Costs and Other Obligations for an Eight Phase Traffic Signal at SE Stark Street at 202nd under Title II Highway Enhancement System

DEPARTMENT OF HEALTH

- R-4 RESOLUTION in the Matter of the Asian Gypsy Moth Spray Program for North Portland
- R-5 Budget Modification MCHD #3 Authorizing Transfer of \$37,000 Professional Services to Capital within the Inverness Corrections Health Program Budget

DEPARTMENT OF SOCIAL SERVICES

- R-6 Budget Modification DSS #64 Authorizing Transfer \$19,899 Earmarked Minority Service Funds from Pass Through within the Aging Services Division/Contracted Services Budget to Temporary Personnel to create 4 to 6 Minority Outreach Community Liaison Positions (\$14,999), Education & Training (\$3,900) and Professional Services (\$1,000) to Cover Costs of Foreign Language Classes and Translation of Agency Materials
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- R-9 Budget Modification DSS #67 Requesting Authorization to Reclassify an Office Assistant 2 to an Office Assistant/Senior Position

NON-DEPARTMENTAL

- R-10 RESOLUTION in the Matter of Accepting the Corbett Community Strategy Plan
- R-11 Second Reading and Possible Adoption of an ORDINANCE Adding New Chapter 8.75 to the Multnomah County Code in Order to Regulate Refuse Hauling, Dumping and Littering
- R-12 Second Reading and Possible Adoption of an ORDINANCE Amending Multnomah County Code Chapter 3.11, Relating to Charitable Fund Raising on County Premises, by Changing the Membership of the Campaign Management Council and the Certification Criteria

Thursday, April 9, 1992 - 1:30 PM

Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

1. Public Hearing and Testimony for the DEPARTMENT OF ENVIRONMENTAL SERVICES BUDGET

Friday, April 10, 1992 - 9:30 AM

Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

1. Public Hearing and Testimony for the DEPARTMENT OF SOCIAL SERVICES BUDGET
-

Friday, April 10, 1992 - 1:30 PM

Multnomah County Courthouse, Room 602

PUBLIC HEARING/BUDGET

2. Public Hearing and Testimony for the DEPARTMENT OF HEALTH BUDGET

MULTNOMAH COUNTY BOARD OF COMMISSIONERS
1992-1993 BUDGET DELIBERATIONS SCHEDULE

The 1992-1993 Multnomah County budget deliberations will be held in Room 602 of the Multnomah County Courthouse, 1021 SW Fourth Avenue, Portland, with the exception of an evening hearing on Tuesday, April 14, 1992, which will be held in Multnomah County Sheriff's Office Auditorium, 12240 NE Glisan, Portland.

The public is invited to all sessions. Public testimony will be heard during public hearing sessions. Written testimony will be accepted at any session. Call the Office of the Board Clerk for further information, 248-3277 or 248-5222.

Tuesday, April 7	9:30-10:00 AM	EXECUTIVE BUDGET MESSAGE
Wednesday, April 8	9:30-12:00 PM	<u>PUBLIC HEARING</u>
	1:30-5:00 PM	<u>SHERIFF</u> <u>PUBLIC HEARING</u> COMMUNITY CORRECTIONS
Thursday, April 9	9:30-12:00 PM	<u>PUBLIC HEARING</u> DUNTHORPE-RIVERDALE SERVICE DIST. NO. 1 AND MID-COUNTY SERVICE DIST. NO. 14
	1:30-5:00 PM	<u>PUBLIC HEARING</u> ENVIRONMENTAL SERVICES
Friday, April 10	9:30-12:00 PM	<u>PUBLIC HEARING</u> SOCIAL SERVICES
	1:30-5:00 PM	<u>PUBLIC HEARING</u> HEALTH
Monday, April 13	9:30-12:00 PM	<u>PUBLIC HEARING</u> DISTRICT ATTORNEY AND LIBRARY SERVICES
	1:30-5:00 PM	<u>PUBLIC HEARING</u> NON-DEPARTMENTAL
Tuesday, April 14	7:00 PM	<u>PUBLIC HEARING</u> Sheriff's Office/Auditorium 12240 NE Glisan, Portland
Wednesday, April 15	7:00 PM	<u>PUBLIC HEARING</u> Multnomah County Courthouse 1021 SW Fourth, Room 602
Friday, April 17	9:30-12:00 PM	WORK SESSION
	1:30-5:00 PM	WORK SESSION
Monday, April 20	9:30-12:00 PM	WORK SESSION
	1:30-5:00 PM	WORK SESSION
Wednesday, April 22	9:30-12:00 PM	WORK SESSION
	1:30-5:00 PM	WORK SESSION
Thursday, April 23	9:30 AM	APPROVE BUDGET
Thursday, April 30	9:30 AM	APPROVE BUDGET (ALTERNATE DATE)

#1

PLEASE PRINT LEGIBLY!

MEETING DATE April 10, 1992

NAME

Virnin McKellar

ADDRESS

7443 N. Stockton

STREET

FORT

CITY

97203

ZIP CODE

I WISH TO SPEAK ON AGENDA ITEM #

PH-2

SUPPORT

X

OPPOSE

SUBMIT TO BOARD CLERK

#2

PLEASE PRINT LEGIBLY!

MEETING DATE

4/10/92

NAME

DONNA LEE SATHER, PRES.

ADDRESS

COMMUNITY HEALTH
STREET

COUNCIL

CITY

ZIP CODE

I WISH TO SPEAK ON AGENDA ITEM #

PH-2

SUPPORT

OPPOSE

SUBMIT TO BOARD CLERK

#3

PLEASE PRINT LEGIBLY!

MEETING DATE 4/10/92

NAME Kathy Hammock

ADDRESS 4227 NE 23rd

STREET
Portland 97211
CITY ZIP CODE

I WISH TO SPEAK ON AGENDA ITEM # PH-2

SUPPORT _____ OPPOSE _____
SUBMIT TO BOARD CLERK

PLEASE PRINT LEGIBLY!

MEETING DATE

04/10/92

NAME

Clinton M. Nelson

ADDRESS

4909 N. HOUSTON

STREET

PORTLAND,

CITY

97203

ZIP CODE

I WISH TO SPEAK ON AGENDA ITEM #

R.H. 2#

SUPPORT

OPPOSE

SUBMIT TO BOARD CLERK



MULTNOMAH COUNTY OREGON

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

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

Friday, April 10, 1992 - 9:30 AM - 12:00 PM *

Multnomah County Courthouse, Room 602

1992-1993 BUDGET DELIBERATIONS

PUBLIC HEARING

PH-1 Department Presentation, Citizens Budget Advisory Committee Presentation and Board Discussion, (Approximately 45 Minutes) Followed by Opportunity for Public Testimony Regarding the SOCIAL SERVICES DEPARTMENT BUDGET.

Friday, April 10, 1992 - 1:30 PM - 5:00 PM *

Multnomah County Courthouse, Room 602

1992-1993 BUDGET DELIBERATIONS

PUBLIC HEARING

PH-2 Department Presentation, Citizens Budget Advisory Committee Presentation and Board Discussion, (Approximately 45 Minutes) Followed by Opportunity for Public Testimony Regarding the HEALTH DEPARTMENT BUDGET.

(* Ending Time Subject to Change)

**MULTNOMAH COUNTY BOARD OF COMMISSIONERS
1992-1993 BUDGET DELIBERATIONS SCHEDULE***

The following is the schedule of the 1992-1993 budget deliberations by the Multnomah County Board of Commissioners sitting as the Budget Committee. All sessions will be held in Room 602 of the Multnomah County Courthouse, 1021 SW Fourth Avenue, Portland, with the exception of an evening hearing on Tuesday, April 14, 1992, which will be held in the Multnomah County Sheriff's Office Auditorium, 12240 NE Glisan, Portland.

The public is invited to all sessions. Public testimony will be heard during public hearing sessions. Written testimony will be accepted at any session. For additional information, call the Office of the Board Clerk, 248-3277 or 248-5222.

Tuesday, April 7	9:30-10:00 AM	EXECUTIVE BUDGET MESSAGE
Wednesday, April 8	9:30-Noon	PUBLIC HEARING Sheriff
	1:30-5:00 PM	PUBLIC HEARING Department of Community Corrections
<u>DEPARTMENT OF COMMUNITY CORRECTIONS BUDGET</u> <u>RESCHEDULED TO FRIDAY, APRIL 17 - 9:30-NOON</u>		
Thursday, April 9	9:30-Noon	PUBLIC HEARING Service Districts/Mid-County and Dunthorpe-Riverdale
	1:30-5:00 PM	PUBLIC HEARING Department of Environmental Services
Friday, April 10	9:30-Noon	PUBLIC HEARING Department of Social Services
	1:30-5:00 PM	PUBLIC HEARING Department of Health
Monday, April 13	9:30-Noon	PUBLIC HEARING District Attorney and Department of Library Services
	1:30-5:00 PM	PUBLIC HEARING Non-Departmental
Tuesday, April 14	7:00 PM	PUBLIC HEARING Sheriff's Office/Auditorium 12240 NE Glisan, Portland
Wednesday, April 15	7:00 PM	PUBLIC HEARING Multnomah County Courthouse 1021 SW Fourth, Room 602
Friday, April 17	9:30-Noon	PUBLIC HEARING Department of Community Corrections
	1:30-5:00 PM	WORK SESSION
Monday, April 20	9:30-Noon	WORK SESSION
	1:30-5:00 PM	WORK SESSION
Wednesday, April 22	9:30-Noon	WORK SESSION
	1:30-5:00 PM	WORK SESSION
Thursday, April 23		APPROVE BUDGET
Thursday, April 30 (alternate)		APPROVE BUDGET

*(SCHEDULE SUBJECT TO CHANGE)

Overview
Proposed Health Department Budget
Fiscal Year 1992/93

April 10, 1992

Health Department Mission

To serve all county residents by:

PROMOTION of a healthy community through active participation in the in the development of public policy, and through public and individual education;

PREVENTION of serious health problems through early intervention and teaching of positive health behaviors;

PROTECTION of the public against health hazards, trauma, and the spread of disease; and

PROVISION of health services to low income and high risk residents.

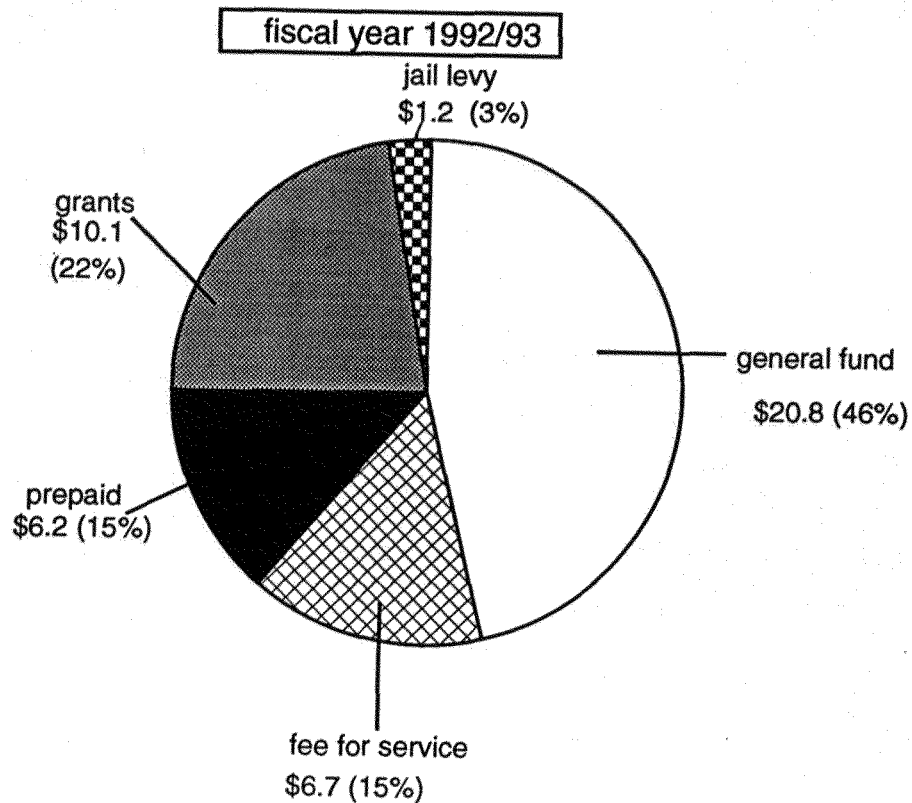
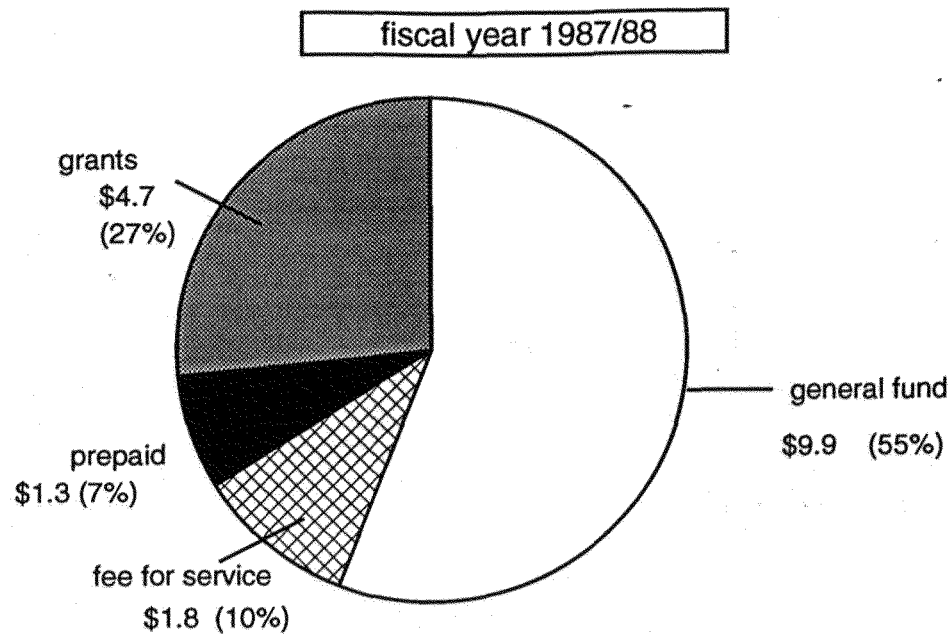
where the department's funds will come from

source	amount anticipated	percent of total
county general fund	\$21,146,176	46%
prepaid	6,233,405	14%
fee for service	6,725,356	15%
grants	10,051,261	22%
jail levy	1,405,973	3%
total	\$45,562,171	100%

how funds will be used

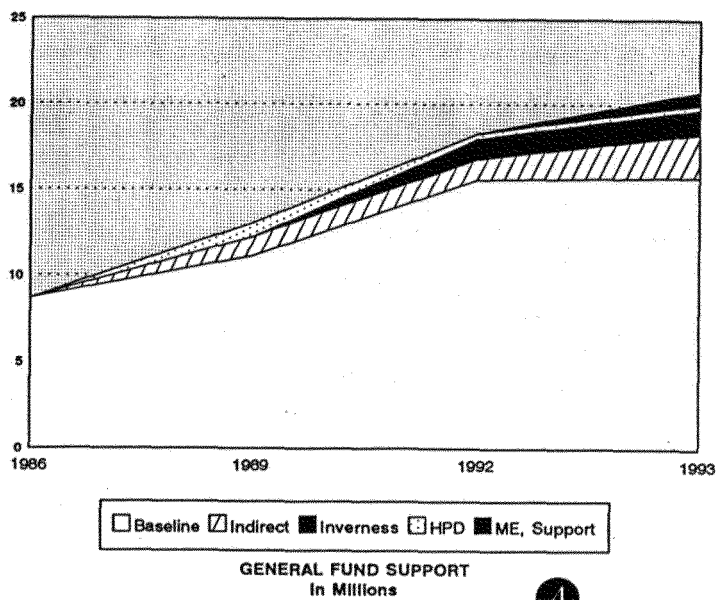
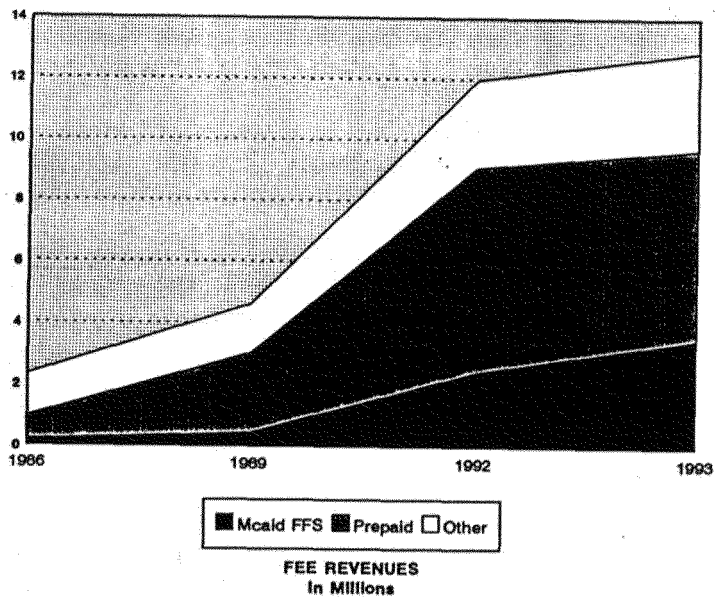
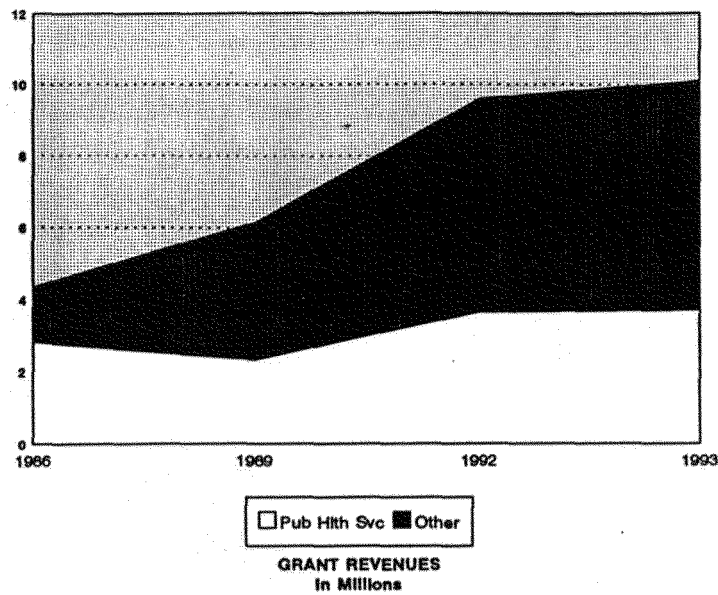
<i>program</i>	<i>people served</i>	<i>program</i>	<i>people served</i>
Regulatory Health \$2,219,965		Field Services \$4,329,876	
Emergency Medical Services	42,000	East County Field Team	2,100
Environmental Health	17,000	North Portland Field Team	1,400
	(investigations)	Northeast Field Team	2,600
Medical Examiner	3,400	Southeast Field Team	3,300
	(autopsies)		
HIV Program \$2,459,175		Dental Services \$2,493,280	
Outreach	2,500	Northeast Dental Clinic	2,000
Primary Care/Drug Treatment	1,000	Mid County Dental Clinic	2,000
Prevention for Drug Users	1,000	Southeast Dental Clinic	3,800
Counseling & Testing	9,000	Education and Outreach	31,500
Specialty Care \$8,279,422		Corrections Health \$4,402,733	
International Health Center	3,000	Detention Center	7,600 visits
Tuberculosis Management	4,500	Inverness Jail	5,100 visits
Sexually Transmitted Disease	7,900	Correctional Facility	3,700 visits
Communicable Disease	1,700	Restitution Center	1,000 visits
School Based Health Centers	5,200	Juvenile Facility	3,700 visits
HIV Clinic and Field	648	Courthouse Facility	1,000 visits
Primary Care Clinics \$14,149,264		Support Services \$7,228,456	
Burnside Health Center	2,200	Laboratory	172,250 tests
East County Health Center	6,900	Pharmacy	138,200 prescr
Mid County Health Center	7,500	Information and Referral	46,100 refs
North Portland Health Center	5,600	Health Supply	-----
Northeast Health Center	10,500	Medical Records	-----
Southeast Health Center	8,800	Data Systems	-----
Westside Health Center	3,800	Business/Administrative Serv.	
Health Systems	8,400		
	(enrollees)		

Comparison of funding sources: 1987 & 1992



Dollars in Millions

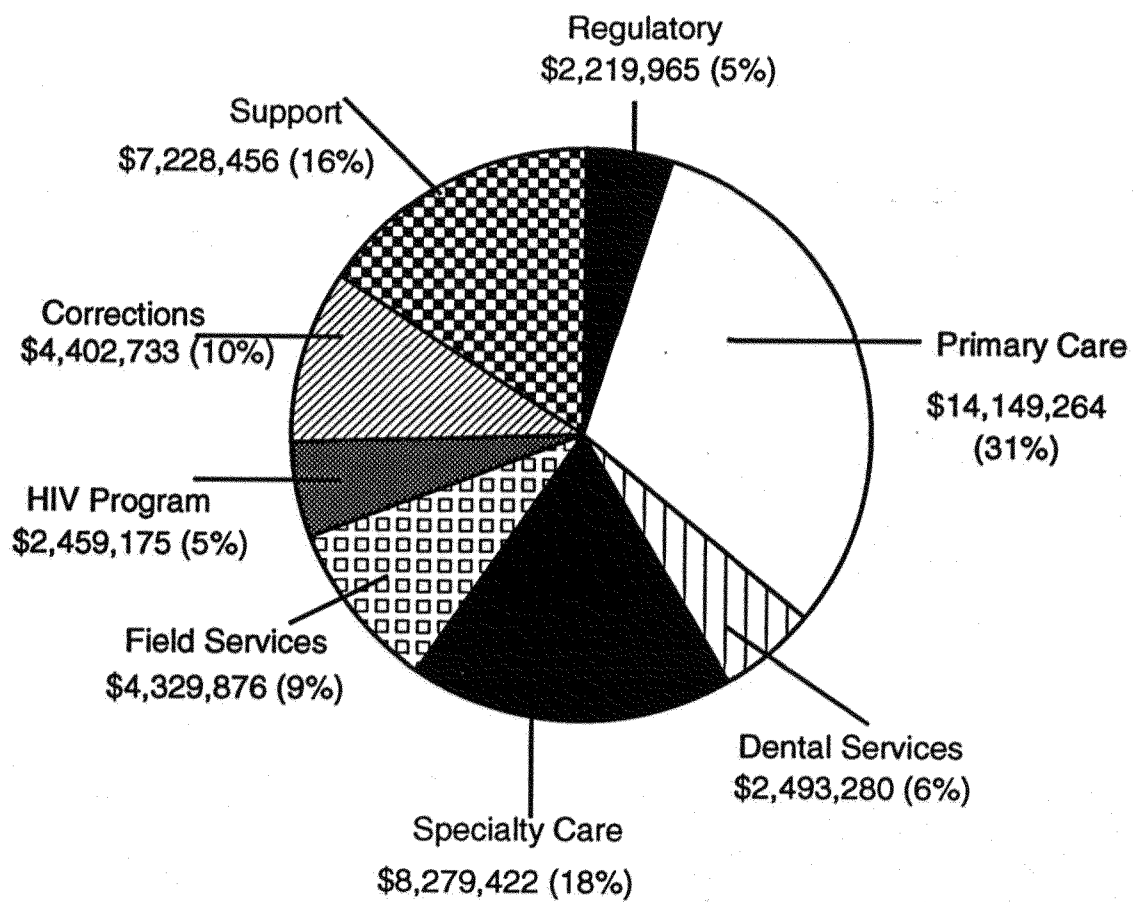
Revenue Category: Historical Comparison Fiscal year 1985/86 to 1992/93



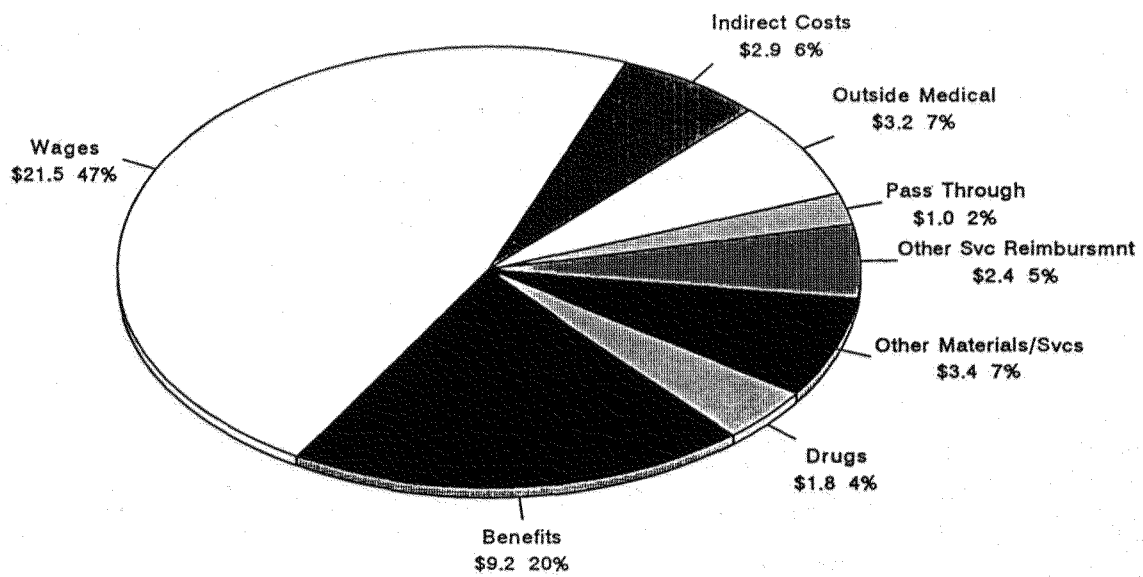
Health Department Revenue Summary
Fiscal year 1992/93

REVENUE SOURCE	AMOUNT
ADC Capitation	3,647,204
ADC Incentive Payments	250,000
After Hours Triage/Clackamas	19,200
AIDS Minority Service Organizations	91,100
AIDS Outreach	143,864
Ambulance Fees	232,462
Birth Certificates	43,056
Birth Lists	1,500
Boeing Water Testing	3,100
Burnside Projects Abuse Distribution	4,500
Car Seat Loan Proceeds	6,690
CDC Funded HIV Prevention for Women	497,910
CDC Syphilis Research Grant	113,266
Central City Concern	28,641
City of Portland Lab Reimbursement	77,625
City Sewer	55,700
Clackamas/Washington County Medical Examiner Fee	20,502
Death Certificates	225,316
Environmental Health Fees	13,850
Family Planning Grant	300,693
Food Service Handlers	115,000
Food Service Licenses	771,000
Great Start Grant	164,319
High Risk Infants: Babies First	69,948
HIV Community Health Care	08,999
HIV Counseling and Testing	263,160
HIV Seroprevalance	69,415
Homeless Health Care	300,732
Inverness service Reimbursement/Lab	37,440
Maternal Child Health Grant	407,269
Maternal Child Health Hotline-SafeNet	102,837
Medicaid Fee For Service	3,536,500
Medicare	163,643
Mental Health/Early Intervention	102,597
Misc fees and Recoveries	36,795
NIDA AIDS Outreach Grant	123,266
NIDA Cooperative Agreement	495,945
OJJDP	48,462
Oregon Research Institute	68,000
Patient Fees	527,429
Primary Care-HIV Grant	500,000
Primary Care CHC	2,732,000
Primary Care Substance Abuse	440,050
Private Third Party Insurance	110,736
Project Network	41,800
Project Team-CSD	52,650
Public Health Support	360,000
REEP	2,336,202
Refugee Screening Grant	479,122
Regional Detention	30,142
Report Fees	2,000
Restaurant Reviews	33,075
School Food Inspections	11,236
SE Mental Health	5,100
Service Reimbursement From F/S-Corrections Health	88,799
Sexually Transmitted Disease	122,815
START- Perinatal Substance Abuse	242,799
State Child Neglect	21,000
State Family Planning Drug Purchasing	464,975
State Health Division-Water Testing	5,838
State School Based Clinic Grant	54,025
Swimming Pool Inspections	83,655
Swimming Pool Plan Review	6,600
TB Epidemiology	43,646
TB Followup	38,517
TB Outreach	60,000
Tourist Facility Licenses	34,000
United States Marshall	98,363
Women with Infants and Children (WIC)	1,068,948
Subtotal of Outside Resources	23,010,022
Inverness Levy	1,405,973
General Fund Support	21,146,176
Total Resources	45,562,171

Fiscal year 1992/93 projected expenditures overview



Department Expenditures by Category



Proposed 1992-93
In Millions

**Multnomah County Health Department
Historical Summary-Changes in Staffing Levels
Measured in Full Time Staff Positions (FTE'S)**

Budget Fiscal Years

- Opened NEHC
- Opened First School Based Clinic

- Opened three School Based Clinics

- PCO clients increase from 3400 to 5300, increased Clinic staff.

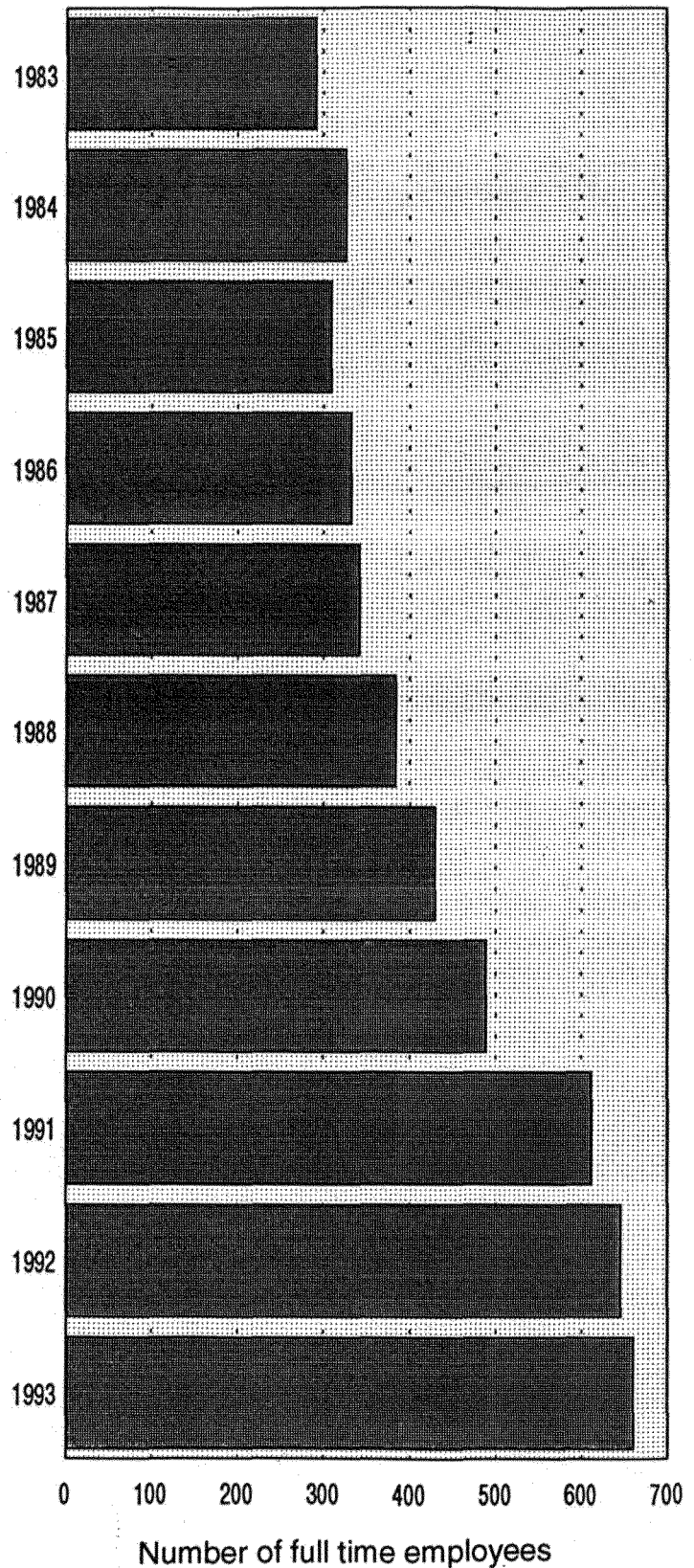
- Transfer of Health Protection Division to Health Division. Increased HIV grant funding.

- Three School Based Clinics open mid year. First full year of NIDA grant. 150% increase in Medicaid.

- MidCounty Opens. 1st year of FQHC. 400% increase in REEP revenue. PHS funded Substance Abuse, HIV Services Awards.

- HIV Clinic established. PCO count to 7000

- Medical Examiner, central Word Proc moved to Health Department.



Fiscal High Lights

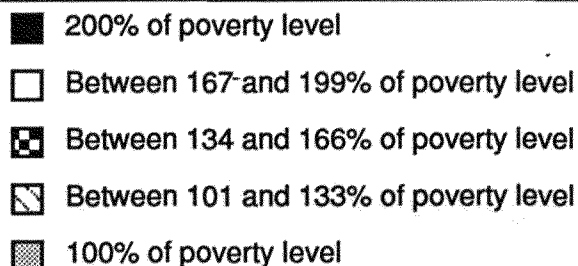
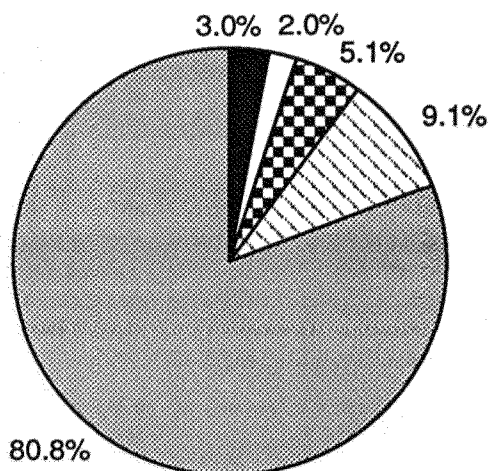
Health Department 1992-93 Budget Proposal

- A Status Quo Budget
 - Within GF Constraint, except for:
 - Pharmacy Add Package - \$216,000
 - Corrections Health Packages tied to MCSO, JJD
 - Net of Medical Examiner, Support Services, 0.5 FTE Loss
- Continued Success in Medicaid Collections
 - 850% increase since 1988-89
 - Eligibility Determinations
 - FQHC
 - Allows for continuation of current year service level into 1992-93
- The Oregon Plan - SB27 - is not assumed in this Proposal
 - Mixed predictions
 - Supplemental Budget or inclusion in 1993-94
- Managing Several Grant Changes
 - Loss of NIDA Outreach
 - NIDA Cooperative Agreement
 - CDC HIV in Women Grant
 - Loss of CDC Syphilis Outreach Grant
 - First full year of SafeNet

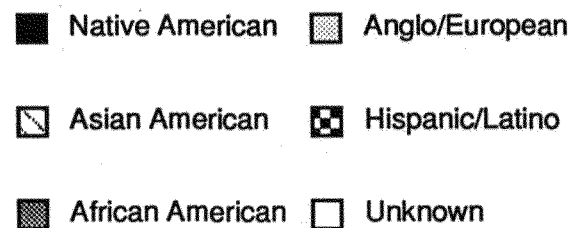
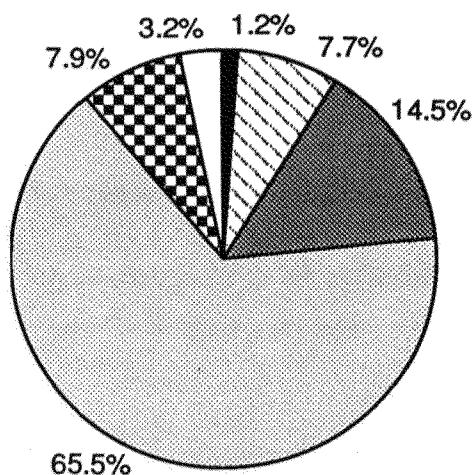
About the people who use the Department's clinics & field services

70,000 unduplicated clients in 1991

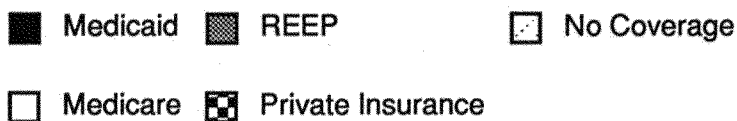
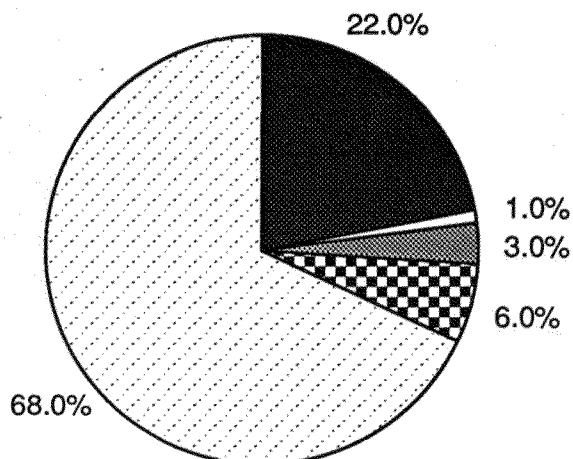
income level



ethnicity

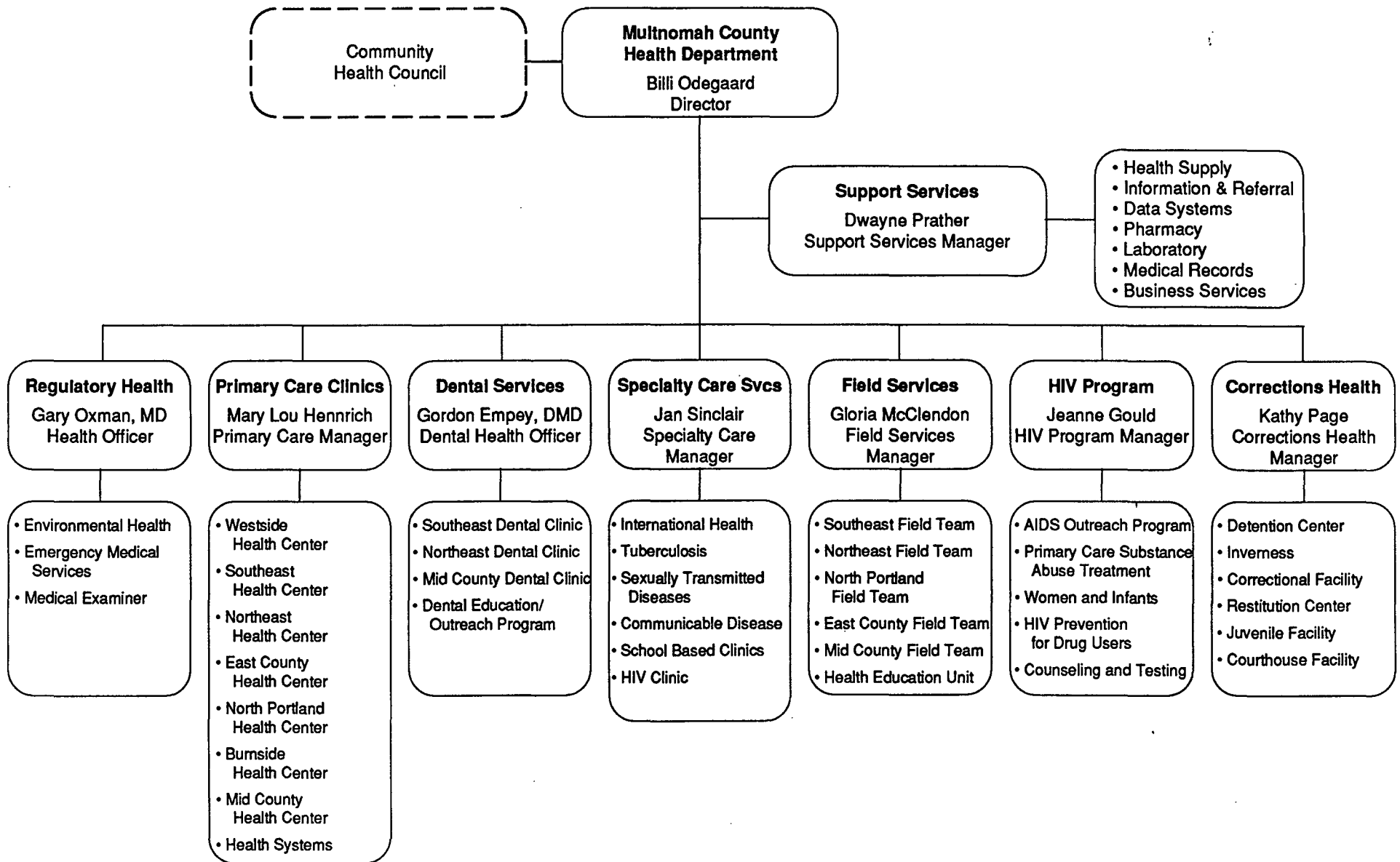


type of insurance

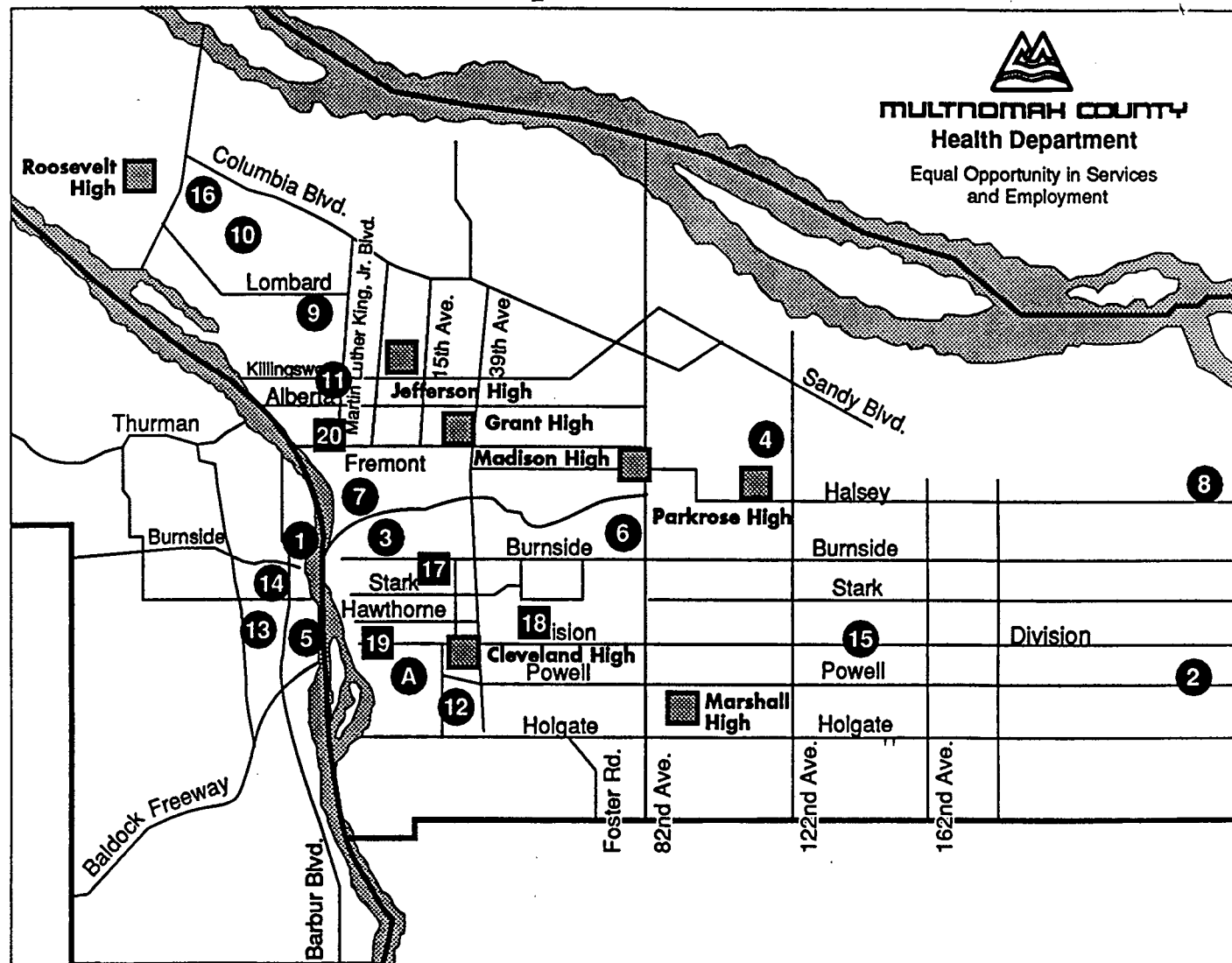


MULTNOMAH COUNTY HEALTH DEPARTMENT

1992-93 ORGANIZATIONAL STRUCTURE



Multnomah County Health Service Sites



17 CODA 306 NE 20th Ave. 239-8400
18 Mainstream 4531 SE Belmont 234-3400
19 NARA 1438 SE Division 231-2641
20 PCR 3525 NE MLK, Jr. Blvd. 281-2804

Cleveland High School-Based Health Ctr.
 3400 SE 26th Avenue
 248-3350

Grant High School-Based Health Ctr.
 2245 NE 36th Avenue
 248-3372

Jefferson High School-Based Health Ctr.
 5210 N Kerby
 248-3360

Madison High School-Based Health Ctr.
 2735 NE 82nd Avenue
 248-3382

Marshall High School-Based Health Ctr.
 Marshall High School
 3905 SE 91st Avenue
 248-3370

Parkrose High School-Based Health Ctr.
 11717 NE Shaver
 248-3392

Roosevelt High School-Based Health Ctr.
 6941 N Central
 248-3111

A Health Supply
 2505 SE 11th Ave.
 2nd floor
 248-3696

School Dental Health
 2505 SE 11th Ave.
 2nd floor
 248-3905

- 1 Burnside Health Clinic**
 618 NW Davis
 248-3678
- 2 East County Health Center**
 620 NE 2nd Avenue, Gresham
 Medical: 248-5155 / Field: 248-5157
- 3 HIV Outreach Project**
 20 NE 10th Avenue
 248-3030
- 4 Inverness Jail**
 11540 NE Inverness Drive
 248-5060
- 5 Justice Center**
 1130 SW 3rd Avenue
 248-3976
- 6 Juvenile Detention Center**
 1401 NE 68th Avenue
 248-3530
- 7 Medical Examiners Office**
 301 NE Knott
 248-3746
- 8 Multnomah Cty. Correction Facility**
 Rt. Box 58, Troutdale
 248-3460
- 9 North Portland Field Team**
 1622A N. Lombard
 248-3366
- 10 North Portland Health Center**
 8918 N. Woolsey
 248-5304
- 11 Northeast Health Center**
 5329 NE Martin Luther King, Jr. Blvd.
 Medical: 248-5183 / Dental: 248-3664
 Field: 248-5055
- 12 Southeast Health Center**
 3653 SE 34th (Powell)
 Medical: 248-3500 / Dental: 248-3513
 Field: 248-3520
- 13 Restitution Center**
 1115 SW 11th Avenue
 248-5141
- 14 Westside Health Center**
 426 SW Stark
 4th floor: 248-5140
STD Clinic
 4th floor: 248-3700
TB Clinic
 3rd floor: 248-3417
Communicable Disease Clinic
 2nd floor: 248-3406
- 15 Mid-County Health Center**
 12710 SE Division
 Medical: 248-3601 / Dental: 248-3410
 International Health: 248-3409
- 16 Vector Control**
 5325 N Columbia Blvd.
 289-1405

Multnomah County Commissioners meeting
April 10, 1992

MULT. CO. DEPARTMENT OF HEALTH PHARMACY ~~ADD~~ ON PACKAGE FOR THE BUDGET OF FISCAL YEAR 1992-1993.

MY NAME IS VIRNIN LEE MCKELLAR, I RESIDE AT 7443 N. STOCKTON, PORTLAND OR, 97203. I AM A SINGLE MOTHER OF A 10 MONTH OLD SON; REED AARON WHO SUFFERS FROM **INFANT ASTHMA**. WE ARE HERE TO SAY THANK YOU. THANK YOU FOR RECOGNIZING THE NEED TO INCLUDE IN THE NEW BUDGET THE INCREASE IN THE COST OF PHARMACY NEEDS FOR THE CONSUMERS OF MULT. CO. HEALTH. BUT WE ARE ALSO HERE TO REMIND YOU WHY THOSE NEEDS **SHOULD NOT** BE VIEWED AS A **ONE TIME "ADD ON"** TO THE BUDGET.

THOUGH MY PREGNANCY WITH REED WAS ANYTHING BUT NORMAL; WITH MANY PROBLEMS INCLUDING A STAY IN THE NICU; ONCE REED WAS HOME WE WERE ASSURED THAT HE WAS A HEALTHY BABY WITH NO KNOWN HEALTH PROBLEMS OR RISKS; EXCLUDING A LITTLE CATCHING UP TO DO SINCE HE WAS SIX WEEKS PREMATURE. SO ALONG WE WENT A HAPPY LITTLE FAMILY UNTIL NOVEMBER WHEN REED CAUGHT HIS FIRST COLD.

AT FIRST I THOUGHT NOTHING OF HIS "COLD IN HIS NOSE". I PURCHASED A VAPORIZER AND THE NECESSARY 'TEMPRA' AND FELT CONFIDENT THAT I COULD HANDLE THE SITUATION. WITHIN TWO DAYS MY CONFIDENCE HAD TURNED TO WORRY AND THE PANIC AS REED WAS EXPERIENCING INCREASED DIFFICULTY BREATHING. AFTER A RUSHED DRIVE TO THE OHSU E.R. WE LEARNED THAT REED HAD ASTHMA.

AT FIRST THE ASTHMA WAS SOMETHING TO GET USE TO BUT AFTER TRIP AFTER TRIP TO THE E.R. THAT MONTH I WAS CONVINCED THAT THERE WAS A BETTER WAY TO HANDLE THE PROBLEM. AT AN ASTHMA FOLLOW-UP APPOINTMENT AT THE NORTH PORTLAND CLINIC AND A DISCUSSION WITH DR. CHANG WE DECIDED TO "NEBULISE" REED AT HOME. THE HOME TREATMENTS WE FELT WOULD NOT ONLY INTERVENE EARLIER IN THE CASE OF AN ASTHMA ATTACK BUT WOULD ALSO SAVE MONEY FOR THE COUNTY AND THE STATE BY ELIMINATING THE TRIPS TO THE E.R. EVERY WEEK.

I WAS HORRIFIED TO DISCOVER THOUGH THAT THE ONE MONTH SUPPLY OF REEDS' "INTAL" AND HIS "PROVENTILIN" COST 180.00 TO 230.00\$ PER MONTH.

WITH HIS DAILY TREATMENTS OF HIS ASTHMA MEDICATIONS REED IS A HAPPY AND ACTIVE NORMAL 10 MONTH OLD. WITHOUT THE MEDICATION HIS BREATHING AND IN TURN HIS LIFE IS THREATENED. THE PHARMACY COSTS FOR THE COUNTY **SHOULD NOT** BE SOMETHING THAT YEAR TO YEAR SUFFER UNDER THE THREAT OF BEING CUT, **BUT SHOULD BE** A INHERENT PART OF THE YEARLY BUDGET. BABIES HEALTH; MY SONS' HEALTH DEPEND ON **THIS**.

THANK YOU.

APRIL 10, 1992

GOOD AFTERNOON, COMMISSIONERS.

MY NAME IS DONNA SATHER. I AM PRESIDENT OF THE MULTNOMAH COUNTY COMMUNITY HEALTH COUNCIL.

I'M HERE TO ASK YOU TO PLEASE CONTINUE YOUR SUPPORT FOR THE COUNTY'S HEALTH PROGRAMS AND SERVICES. ON BEHALF OF THE COUNCIL, I WANT TO THANK YOU FOR YOUR SUPPORT OVER THE YEARS. MULTNOMAH COUNTY HAS DONE AN EXCELLENT JOB OF PROVIDING BASIC HEALTH CARE FOR PEOPLE LIKE MYSELF WHO WOULD HAVE NOWHERE ELSE TO TURN. THE COUNCIL IS STILL CONCERNED THAT THE CLINIC'S ARE FILLED TO OVERFLOWING AND HAVE VERY LITTLE ROOM LEFT FOR NEW PATIENTS.

I LIVE IN GRESHAM AND I AM A PATIENT AT THE EAST COUNTY HEALTH CENTER. YOU HAVE BEEN A LIFESAVER FOR ME OVER AND OVER AGAIN.

THE COMMUNITY HEALTH COUNCIL STRONGLY URGES YOU TO APPROVE THE REQUEST FOR ADDITIONAL FUNDS FOR PRESCRIPTION MEDICATIONS. WE UNDERSTAND THE INCREASES IN THE COST OF MEDICINES, BUT IT MAKES NO SENSE TO GIVE PRIMARY CARE IF PATIENTS CAN'T PAY FOR THE MEDICINE PRESCRIBED FOR THEM.

ALSO, WE KNOW THIS IS A VERY TIGHT BUDGET YEAR, BUT IF ANY ADDITIONAL MONEY BECOMES AVAILABLE, THE COUNCIL ASKS YOU TO CONSIDER EXPANDING THE TEEN CLINICS BECAUSE IT'S SO IMPORTANT TO OUR YOUNG PEOPLE TODAY AND TO OUR FUTURE. WE KNOW YOU'LL DO THE BEST YOU CAN FOR THE CHILDREN.

THANK YOU.

Central Citizen Budget Advisory Committee

and

Citizen Budget Advisory Committees

BUDGET RECOMMENDATIONS

STRATEGIC PLANNING RECOMMENDATIONS

DEDICATED FUND REPORT

March 1992

Multnomah County Citizen Involvement Committee
2115 S.E. Morrison Street • Portland, OR 97214
(503) 248-3450

CENTRAL CITIZEN BUDGET ADVISORY COMMITTEE

Pat Bozanich, Chair
Mike Zollitsch, V. Chair, DES CBAC
Robin Bloomgarden, Non-Departmental CBAC
Bobbi Gary, DHS CBAC
Jack Pessia, DA CBAC
Richard Leonard, Sheriff CBAC
Larry McCagg, DCC CBAC
Jeremy Grand, Auditor CBAC

DEPT. OF HUMAN SERVICE CBAC

Muriel Goldman, Chair
Bobbi Gary, CCBAC Rep.
Martha White
Doug Montgomery
Marina Anttila
Kathy Arnold
Carole Murdock
Kay Silman
Joy Hicks
Victor Leo
Luanna Shipp
Don MacGillivray
Winnie Francis
Joe Condon
Luis Machorro

SHERIFF'S OFFICE CBAC

Richard Weaver, Chair, CCBAC Rep.
Robert Colclessner
Lora Creswick
Richard Getgen
Floyd Geller
Gabriel Enyinwa

DISTRICT ATTORNEY CBAC

Michael Williams, Chair
Jack Pessia, CCBAC Rep.
Robert Jones
Debora Leopold
Andy Thaler
Sara Lamb
Mollie Wienstein

AUDITOR CBAC

Kieth Crawford, Chair
Jeremy Grand, CCBAC Rep.
Thomas Kessler
Richard Levy
Ron Pennington
June Jouett
Helen Koba

NON-DEPARTMENTAL CBAC

Mary Schwoefferman, Chair
Robin Bloomgarden, CCBAC Rep.
Ron Goodman
Gordon Hunter
Nomra Broussard
Judy Hadley

COMMUNITY CORRECTIONS CBAC

Larry McCagg, Chair, CCBAC Rep
Floyd Cummins
Amy Peterson
Richard Pomeroy
Al Armstrong
Jane Netboy
Isadore Maney
Doug Tracey, Ch. (res. 1/92)

ENVIRONMENTAL SERVICES CBAC

Richard Leonard, Chair
Mike Zollitsch, CCBAC Rep.
Charles Becker
Harvey Garnett
Claudia Fisher
Bob Luce
Mark Jones

CENTRAL CITIZEN BUDGET ADVISORY COMMITTEE
MARCH, 1992

The Central Citizen Budget Advisory Committee (Central CBAC) has reviewed the reports and recommendations of the individual Citizen Budget Advisory Committees. The CCBAC has identified a number of issues that transcend the various departments and organizations and offer the following recommendations:

1. The use of personal computers (PCs) continues to increase and we note the request for computer equipment in several budgets including the Sheriff's Office and District Attorney's budgets. Quoting our "Dedicated Fund Report" of February, 1992, "There does not appear to be any central driving force within the County to use technology to improve productivity or efficiency. ISD would seem to be the logical agency for this role . . ."
- a. We recommend that any computer equipment not in use be returned to County Stores and that those offices needing equipment attempt to fill their needs from this county-owned supply.
- b. We note that purchase of computer equipment is included in several budgets, including the Sheriff's Office and District Attorney's budgets. We recommend that all purchases of computer equipment be coordinated through Purchasing or ISD and that, as much as possible, equipment be purchased at the same time to take advantage of quantity discounts.
- c. We recommend that Information Services Division be provided the necessary personnel to provide consultation, training and repair services. We note that the Information Service Division's proposed budget includes one staff person to perform this responsibility.
- d. We recommend that ISD provide in-house training for the more common computer programs such as Word Perfect, Lotus, Dbase III, etc. This has been done in the past and can be done in-house, even if a trainer is contracted to do this, at less cost than having individual offices purchase training.
2. The Central CBAC endorses the Non-Departmental CBAC's recommendation for pooling of Board staff. We believe this should be a "pilot" project that would show the way to sharing staff among other departments and offices.

3. The Central CBAC recommends reestablishing the employee newsletter, which was eliminated in 1990 due to Measure 5 cuts, as recommended by the Non-Departmental CBAC.
 - a. This newsletter, published at as minimal cost as possible, should be printed monthly by Employee Services and should contain all of the current in-house newsletters such as those of purchasing, health benefits and ISD. This newsletter should preclude the need for any other employee newsletters.
 - b. The newsletter should include recognition of employee efforts to make County functioning more efficient or productive. This is an opportunity to let employees know their efforts are appreciated. The newsletter can create a sense of "oneness" among employees, encouraging them to identify with the County rather than just with their departments or programs.
4. The Central CBAC recommends that the Department of Social Services, Health and Community Corrections determine whether the Oregon State University Extension Service, a program funded in part by the County, could provide services to those departments. The Non-Departmental CBAC has pointed out that the Extension Service provides community-based, volunteer driven programs in some of the areas now being contracted to private agencies. Some of the areas in which they have expertise are: teen parent training, child development, consumer issues, etc.

In every departmental budget there are programs mandated by the federal and state governments. The Central CBAC requests that the Chair provide us with a report on the mandates, their costs and the funds provided by the mandating government. We are interested in learning the cost of these mandates to the County and how the need to fund mandates adversely affects funding of other County programs.

Pat Bozanich, Chair
Mike Zollitsch, Vice Chair, DES CBAC
Jeremy Grand, Auditor CBAC
Richard Weaver, Sheriff CBAC
Jack Pessia, DA CBAC
Bobbi Gary, DHS CBAC
Larry McCagg, DCC CBAC
Robin Bloomgarden, Non-Departmental CBAC

CENTRAL CITIZEN BUDGET ADVISORY COMMITTEE

STRATEGIC PLANNING

The Citizen Budget Advisory Committees prepared Strategic Planning recommendations to the Board of County Commissioners during the Fall of 1991, which they then used to guide their budget deliberations.

Using these reports the Central Citizen Budget Advisory Committee developed a summary of their findings, which follows.

CBAC Strategic Planning reports follow the budget recommendations in each CBAC section of this document.

CCBAC REPORT OF
CBAC STRATEGIC PLANNING INPUT FOR THE PDC

During the past month members of County Citizen Budget Advisory Committees have responded to a series of questions about County functions, services and priorities. This Report is a summary of their responses and concerns.

Individual CBAC Reports, the Phase 1 survey questions and an outline of CBAC Strategic Planning activities are attached.

COUNTY MISSION

CBAC members felt that the most important function of the County should be to provide a safe, healthy, and liveable community to an informed citizenry.

SERVICE PRIORITIES

Public safety, public health and resource planning and protection services were ranked as the most important to citizens.

PLANNING PRIORITIES

CBAC members believe that the mission stated above can be achieved through setting the following list of priorities:

Greater consolidation and integration of services both within the County and between the County, other governmental bodies and the private and non-profit sectors.

Greater emphasis placed on prevention and early intervention in program planning and funding. Youth, basic health care, alcohol, drug and community-based treatment programs received strong support.

Greater emphasis on land use and economic planning and coordination.

Development of a fair, rational and responsive system of taxation.

Stronger emphasis on responsiveness to citizens - as

consumers, funders and partners in County government.

EXPECTED TRENDS

CBACs listed a number of trends that would influence County Government in the coming decade including:

- Regionalization of services and the issue of local control.

- Increasing federal and state service mandates without accompanying funds for implementation.

- Changes in the State-wide tax structure.

- Demographic shifts; including greater metro-area density, an aging population, a growing underclass, increasing cultural diversity and more women in the work force which may increase service demand.

- Increasing crime rates.

- Lack of affordable housing.

- Greater pressure put on limited environmental resources, including natural habitat and the regional air shed.

- Increasing population of out-of-County commuters that use County services.

- Increasing demands on a deteriorating infrastructure.

- Widening income gap between richest and poorest citizens.

IMPLEMENTATION SUGGESTIONS THAT IMPACT POLICY DECISION MAKING

We received several suggestions for implementation that have policy impacts. Since they would apply to all or most departments rather than to an individual division they are included below:

- Increase autonomy of decision making by Department Heads and Program Managers. Set clear priorities and standards for performance and give managers the budgetary and organizational flexibility to meet them.

- Develop qualitative as well as quantitative measures for contract performance.

- Implement a budget management recognition plan that would reward current year savings with a (partial?) carry-over of

saved funds to the next year's budget. The current use-it-or-lose-it mentality is wasteful and managers who could apply this year's savings to a broader goal for next year would receive incentive to look for increased efficiencies.

Develop a partnership with labor that provides for fair and competitive total compensation; increased flexibility, autonomy and accountability; and recognition of innovation, savings and increased productivity.

Conduct a study of compensation and benefits among comparable organizations to determine whether employees are fairly compensated for their contributions.

Make greater use of the expertise available in the Auditor's Office. The Auditor can assist in the development of measurable performance standards for County departments and programs.

Increase CBAC role as monitors and guides of policy implementation.

CONCLUSION

The citizens of Multnomah County want a government that provides a safe, healthy and liveable community. We want a government that values responsiveness, effectiveness, accountability and prevention. As CBAC members and as citizens we want to play an active role in the shaping of the future we all share - to be partners in the process of change and renewal. We have made the above series of recommendations as part of our contribution to the Strategic Planning Process. We strongly urge you to consider them as you make the decisions that will shape the future of County government for many years to come.

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Changes in the State-wide tax structure.

Demographic shifts; including greater metro-area density, an aging population, a growing underclass, increasing cultural diversity and more women in the work force which may increase service demand.

Increasing crime rates.

Lack of affordable housing.

Greater pressure put on limited environmental resources, including natural habitat and the regional air shed.

Increasing population of out-of-County commuters that use County services.

Increasing demands on a deteriorating infrastructure.

Widening income gap between richest and poorest citizens.

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Develop qualitative as well as quantitative measures for contract performance.

Implement a budget management recognition plan that would reward current year savings with a (partial?) carry-over of

To: CBAC Chairs
From: Pat Bozanich, Chair Central CBAC
Re: CBAC STRATEGIC PLANNING
Phase 1 Activities

Overview

Responses to these questions will be summarized and provided to the Policy Development Committee. Your CBAC should think beyond your Department to the County as a whole. These questions represent a chance for CBAC members to think of an ideal state of County Government - what should be, not necessarily what is. Include mandated functions in your responses only if you believe that function or service truly belongs in the category under discussion.

Sorry we are under such time pressure, I would have liked more time for us to explore the broader issues inherent in Phase 1; feel free to continue discussion even after Phase 1 CBAC reports are submitted to the CIC Office on 8/1. Thoughtful discussion will pave the way for Phase 2 & 3 decisions as well as for a more responsive government.

PHASE 1 QUESTIONS

What are the 3 - 5 most important functions the County should perform?

What are the 3 - 5 most important services the County should provide to its constituency?

What national, local or service related trends do you believe will most impact Multnomah County in the next twenty years?

What do you think the top 5 priorities of County government should be?

Other comments or concerns to share?

THANKS!

To: CBAC Chairs
From: Pat Bozanich, Chair, Central CBAC
Re: CBAC Strategic Planning Schedule

Starred items indicate CBAC deadlines and activities.

PHASE 1 Policy Planning Input

- *7/15/91 CBAC Chair Strategic Planning Orientation
- *7/15 - 7/31 CBACS meet to create input for PDC
- *8/1 Brief individual CBAC meeting Reports due to CIC Office
- 8/5 CBAC input for PDC discussion summarized and submitted to PDC members
- 8/8 - 8/9 PDC meets to decide on strategic goals. CIC observer provides input from CBACs and Visions process.
- *8/15 Central CBAC meeting. Review CBAC reports. Receive update and comment on PDC decisions. CBAC Chairs also attend and participate.

PHASE 2 Program/Operational Planning

- *8/16 - 10/14 CBACs work on Program/Operational planning phase of process based on PDC decisions.
- *10/14 Individual CBAC Program/Operational planning reports due to CIC Office.
- 10/17 Central CBAC reviews CBAC Program/Operational planning reports.
- 10/24 CCBAC Report and recommendations submitted to BCC for review and comment.
- 11/7 Program/Operational plans from Departments presented to BCC for review and approval
- 11/14 BCC approval for program/Operational plans secured.

PHASE 3 Budget Planning & Review

- *11/15 - 3/15/92 CBACs begin budget planning and review process based on priorities and programs derived from Program/Operational planning process.

To: CBAC Chairs

From: Pat Bozanich, Chair Central CBAC

Re: CBAC STRATEGIC PLANNING
Phase 2 Structure and Process

STRUCTURE

The Board of County Commissioners is scheduled to adopt Strategic Goals for Multnomah County at its 8/22 Board meeting. These goals will then be referred to County Departments and to the CBACs for integration into Departmental structure and program offerings. County government will be restructured to support the attainment of the adopted Strategic Goals.

CBAC Program/Operational Reports are due in the CIC Office 10/14/91. Departments Heads review their plans with CBACs by 10/18 and submit them for approval to BCC on 11/7.

The Board is scheduled to approve Departmental Program/Operational plans on 11/14.

PROCESS

CBAC receives Strategic Goals and/or Priorities.

1. Review and, if desirable, rewrite Departmental Mission Statement to reflect new Strategic Goals
2. Review current programs to determine if they support Departmental Mission and/or Strategic Goals.

If a program does not fit, determine whether it should be eliminated completely, or whether it would be more effectively administered by another department, governmental entity or private party. Make your recommendation.

If a program does support the Mission and Goals. Review its structure to determine whether it could more effectively perform with the aid of some internal changes or with a different positioning within the Department. Also - is its funding commensurate with its priority rating. Make your recommendations.

If programs that support the Mission and Goals are not in existence or are inadequate, recommend solutions and help create them.

3. Examine Departmental structure to determine whether a new

form might be better able to accommodate any changes to programs or personnel. Make your recommendation.

4. After you have a feel for the new look your Department may have as a result of its repositioning to conform with the Strategic Goals and Priorities, you should begin to think about how implementation will effect the next few budget cycles. Both as preparation for and overlap of Phase 3 you will need to set priorities and time frames for any program changes (including deletions and additions) or restructuring. Be sure to build your budget recommendations to support any changes that grow out of this process.

5. Submit written Report to CIC Office by 10/14.

Department Managers will be working on the same issues and with the same Missions and Goals as you will be. Feel free to use them as resources and to have some active give and take of ideas. Working together will allow everyone to gain - but the input of citizens is an essential element in creating a government that is both responsive and effective, so make your recommendations as your CBAC determines - don't let your Department Head do your work. The only turf we have an interest in protecting is that of the entire County.

Once again thanks for the good work in the short time frame we are stuck with. Let me know how the process is going, especially if there are any snags or structural concerns.

NON-DEPARTMENTAL CITIZEN BUDGET ADVISORY COMMITTEE

BUDGET RECOMMENDATIONS

March 12, 1992

Methodology: The CBAC interviewed the following persons this fiscal year: Dave Boyer, Finance; Dave Warren, Budget Office; Curtis Smith, Personnel; Lillie Walker, Purchasing; Luis Muchorro and Caroline Leonard, MHRC; Commissioner Gary Hansen; Charlie Ciecko, Parks; and Dale Archibald of Oregon Historical Society.

GENERAL RECOMMENDATIONS:

1. We have noted that several divisions are requesting computer equipment. The committee recommends that all computer equipment that is not currently being used be returned to stores; that this equipment be transferred to those offices requesting computers; and that a policy be instituted that would require justification of purchase and that any computer purchases be made as a group purchase by the Purchasing Division.
2. ISD should provide computer classes, which could be accomplished much cheaper than having staff forced to use outside resources. (Clerk's request for \$600 for training on WANG, Word Perfect, etc.)
3. The CBAC notes that departments must go to outside vendors for computer repairs. ISD should have a PC repair person on staff.
4. The CBAC recommends that small organizations move to county buildings such as the DES building where they would pay no rent or minimal rent. For example, the Portland Multnomah Commission on Aging is paying \$16,023 for rent in the Portland Building from a \$147,047 budget. This could be spent for the additional staff and supplies they are requesting.
5. The CBAC requests that the Board of County Commissioners review the new requirements for TDD terminals for the deaf and insure that they are available in those buildings that receive calls from the public.
6. The Non-Departmental CBAC again recommends pooling support staff of the Board of County Commissioners. With the advent of one and possibly two new commissioners, this is an opportunity to begin this process without displacing current employees.
7. With the growth of Gresham into a major political force in the county and the fourth largest city in Oregon, Gresham and the east county cities should be partners in the current city/county agencies -- Human Relations, Arts and Aging. We

have noted previously that MHRC and the Arts Commission do not adequately serve residents outside the City of Portland. This problem should be addressed by bringing the other jurisdictions, and especially Gresham, into the partnership for defining and funding these agencies.

8. The County should establish a policy that would restrict county employees from serving on citizen committees directly related to their positions (unless the committee membership requirement specifies that a staff person fill a position). This would prevent conflict of interest; broaden the perspectives the governments receive; and broaden opportunities for citizen participation. Staff should serve as resource persons for such committees. (Example: MHRC staff person chairing or serving on Tri-Met and HAP access committees.)

SPECIFIC RECOMMENDATIONS:

Citizen Involvement Committee: This office plays a crucial role in enabling citizens to be involved in decision making and in networking citizen activities. The ND CBAC endorses the add package that would permit publication of four issues of the Conduit and increase printing, mailing and other activities necessary to reach the public. The CBAC considers the request for \$400 (\$100 in the constraint budget and \$300 in the add package) for repairs to aging computer equipment to be unrealistic and recommends the addition of \$1100 to that line item, bringing the total budget request to \$120,028.

Finance Division: The CBAC recommends the adoption of the two add packages.

Budget Office: The CBAC endorses the three add packages. Add Package #1 would allow the Budget Office to provide assistance to citizen committees and to assist with Strategic Planning. During fiscal 1990-91, the Budget Office assigned staff to assist the CBACs with their strategic planning "visioning" process which was requested by the Board and which we found to be very helpful to us. This assistance was not available this year because of the loss of staff in that office. Also, the CBAC began an Strategic Planning process last fall with the expectation that the Board would continue its process. It is our understanding that this was suspended at least in part because of loss of budget office staff.

Package # 2 would provide evaluation of outcomes of county programs, an issue that arises frequently. The Central CBAC and other citizen committees have recommended program goals and evaluation to determine whether the public is receiving the expected outcome for its investment. This evaluation should involve contracted programs as well as county-operated programs.

Package #3 would begin an assessment of internal support support functions, how business is done, who makes decisions, and whether changes are needed. In order to make substantial changes, the evaluation and recommendations of an objective professional consultant with no other tie to the County is required. The CBAC recommends that sufficient funds be included for this study to insure that it is thorough and creditable. Whether the study and resulting recommendations would actually save money or not, it would insure the public that the County is doing business efficiently and that no "fat" exists.

The CBAC commends Budget Officer Dave Warren for requesting Add Packages #2 and #3, which appear to be large expenditures but which will provide objective measures of County spending and add public credibility.

Employee Services:

1. The CBAC recommends against add packages for furniture for the training room and the Mead Building. Employee Services should explore the possibility of finding used furniture from within the County; obtain furniture through organizations such as banks that frequently give away furniture; or purchase used furniture. We do recommend purchase of audio-visual equipment for the Mead Building if this is not available from other departments.
2. The CBAC recommends funding an employee newsletter to be published by Employee Services. . However, this newsletter should be published monthly and should absorb the newsletters published by Purchasing, ISD, Health Benefits, and any other department. The only internal newsletter published by the County should be this newsletter. To control the cost of publication, each department and office should be asked how many copies it needs, rather than automatically sending one to every employee. The newsletter should be published in black/white in the most cost effective manner (which probably would be newsprint).
3. The CBAC approves the add package for a Lloyd Center Office in concept and appreciates the efforts of the Division to work with other jurisdictions. We approve the addition of the staff necessary for this project. Mr. Smith intends to negotiate with the Lloyd Center for free or inexpensive rent. We recommend that the \$24,000 request for rent not be included but that, when the Division has a firm figure, it return to the Board for a budget modification. We encourage the Division to continue to work with other jurisdictions to make this a comprehensive center. We also would like to see goals and an evaluation process for the center.
4. The CBAC recommends against adding \$10,000 for potential outside costs for management training. The Division should

develop the program and then request what is needed through a budget modification and not request funding for possible, undefined costs.

Risk Management: The CBAC recommends adoption of this budget.

Emergency Management: The Non-Departmental CBAC recommends adoption of this budget.

Labor Relations: The CBAC recommends adoption of this budget but recommends that prior to purchase of computer equipment, the office check current surplus equipment. For example, the CIC is returning a dot matrix printer it no longer uses to stores.

Purchasing: The CBAC approves the Purchasing and Stores budgets, but would like the division to assess its telephone situation and determine if savings could be made without adversely affecting its function. The CBAC is pleased that the Division plans a Minority Business Enterprise participation study since we are aware of the continuing difficulty minority owned businesses have in acquiring work in the public and the private sector.

Chair's Office:

The CBAC recommends approval of the Chair's budget with the following stipulations: the CBAC is concerned about the increased costs of training and travel and for the facilitator.

1. **Facilitation Services:** The CBAC considers \$90 per hour too costly and recommends that the Chair's Office find a facilitator in the \$60 to \$75 per hour range.
2. Again this year, the CBAC recommends that the County withdraw from the Association of Oregon Counties. Although this association does a good job for the smaller counties, we do not see the justification for an expenditure of \$68,282 for the services it offers Multnomah County.
3. The CBAC opposes inclusion of lunch for Board Members and Department Managers at facilitated meetings,

Commissioner Anderson:

Commissioner Kelley:

Commissioner Hansen:

(Commissioner Bauman not received)

1. The CBAC recommends adoption of the above budgets, but recommends that the Commissioners begin to develop a staff pool system that would provide expertise in the various program areas and a reception/clerical pool. We have made this recommendation for several years. This year, with one and perhaps two new Commissioners, would be an opportunity

to explore this option seriously. Commissioner Hansen and, last year, Commissioner Bauman have endorsed this idea.

2. The CBAC again recommends that a pay scale be developed for staff assistants, allowing for differences in experience and expertise, and providing annual step increases. We note that salaries are becoming more similar but the current system of no specific wage scale allows for great discrepancies.
3. The CBAC opposes funds for lunches, but approves funds for coffee and tea for meetings with the public.

Clerk of the Board: The CBAC recommends adoption of this budget. We believe computer training can be purchased for much less than requested and recommend that this expenditure be decreased accordingly.

Affirmative Action: (budget not received)

County Counsel: (corrected budget not received)

East and West Soil & Water Conservation: The CBAC recommends adoption of this budget. The CBAC feels the County is receiving good service for this small investment.

Tax Supervision Commission: The CBAC recommends adoption of this budget. We have some concern over whether the reduction of postage from \$1600 to \$900 is realistic but realize this was done in order to increase salaries and stay within the mandated total budget of \$230,000.

Portland Multnomah Commission on Aging: The CBAC recommends adoption of the constraint budget but not the add package. The ND CBAC recommends that PMCOA continue to seek grant money and that they move to cheaper County space.

Metropolitan Human Relations Commission: The ND CBAC has had concerns about the operation of the Commission, as have others. We are attaching our most recent recommendations to the Commission and the Task Force. We are glad that the concerns are finally being addressed.

1. We recommend adoption of the 1991-2 level budget until such time as the Commission is reorganized and has hired its new staff and that the request for added funding be dealt with at that time. We also recommend that the Chair encumber the 1992-3 funds until she is satisfied that the Commission is moving expeditiously to put the Task Force recommendations into effect.
2. The CBAC does not believe MHRC will be ready by July 1 to take over enforcement responsibility for the City of Portland's new civil rights ordinance. We recommend that

this situation be evaluated in approximately December, 1992, and that if it is determined that the Commission can take on that role, the funding be addressed through a Budget Modification.

3. The CBAC is concerned about potential or perceived conflict of interest in cases where MHRC staff serve on citizen committees of other local governments in the same field in which they work. Commission staff should serve as resources to these committees, not as committee members. With MHRC moving into a new phase of enforcement, there is more cause to avoid conflict of interest situations.
4. We hope that placing the Commission under the Mayor and the Chair will enhance its independence, but recommend that the County Chair's Office be vigilant against undue political pressure from the bureaucracy of either government.
5. The CBAC also recommends that the Commission serve county residents outside the City of Portland, especially in East County, and that Commissioners representing those areas be appointed. We recommend that Portland and Multnomah County pursue involving Gresham and the East County cities in the intergovernmental agreement and the funding of this Commission.

Oregon Historical Society: The ND CBAC recommends approval of this budget. We are concerned about the security of the property since first one and now both security lights have gone out and have not been replaced for some time. The CBAC again recommends that the Oregon Historical Society charge for events at Bybee-Howell House site, especially for the very successful and well attended "Wintering In" but also for private use such as weddings. At our joint meeting with Dale Archibald, director of the OHS program and, Charlie Ciecko, Parks Director, we learned that both entities thought the other would object to fees but neither objected. We had hoped this would clear the way for the collection of small fees to expand the program or offset costs.

Youth Today: The Non-Departmental CBAC recommends approval of this budget, providing the grants named in the budget are actually received. We consider this to be a very important program for young people, but we do wonder why this type of program is not being financed and directed by the Metropolitan Human Relations Commission since it seems to be the type of program that commission should develop. We also question the small contribution of the County to this youth program and recommend that the Board determine that if it is going to support this program its contribution should be much more substantial. The other alternative would be to determine that

Youth Today should look elsewhere for the \$5,000. Should the County continue to fund this organization, we would like to see measurements for evaluating effectiveness of the program.

Oregon State University Extension Service: The ND CBAC has been increasingly impressed with the outstanding service of this agency to the residents of Multnomah County, training volunteers to assist the public in a number of areas. We recommend adoption of the constraint budget and the add packages. We are especially concerned that the Communications and Program Support add of \$12,500, to provide support for over 1,500 volunteers, and the \$4,500 add for building maintenance be funded.

The ND CBAC recommends that the Departments of Social Services, Health and Community Corrections seriously explore opportunities to contract with the Extension Service rather than with private agencies in those areas in which the Extension Center has or can develop expertise. The Extension Service philosophy of teaching families to function better and its use of volunteers in the community could prove more successful and long lasting benefits than many social service agencies can with the same or less fund.

Metropolitan Arts Commission: The Non-Departmental CBAC understands and appreciates the need for arts and for public funding of the arts. We recommend the same level of funding as for 1991-2.

Comments:

1. The budget document is difficult to follow, and it is difficult to tell which programs are completed, which are on-going and which are proposed.
2. The CBAC has repeatedly recommended that this Commission expand to areas outside the City of Portland. We again recommend adding members from other areas, developing more visible programs outside of downtown Portland, and obtaining funding from other jurisdictions.
3. The intergovernmental agreement says Multnomah County should provide 40 percent of the funding, but if this is to occur, then Multnomah County must have a part in determining the 100 percent. City of Portland errors have led to higher costs and Multnomah County is expected to help defray the cost of these errors.

4. Metropolitan Art Commission needs to determine what the area can afford. For example, can we support a symphony and an opera? MAC should determine what is realistic, prioritize, and do a good job on fewer activities.
5. Some activities should become self-supporting (or supported by private funds), such as Artquake.
6. MAC should request those organizations it funds to control their costs.
7. Much of the crisis in funding the arts is the result of high rents and bureaucracy of MERC facilities. MAC should encourage MERC to control costs in order to lower rents on facilities. For example: San Francisco has a very successful volunteer usher program which requires minimal financial support.
8. Many taxpayers resent paying for arts facilities through their taxes and then being unable to afford the ticket price. We recommend that a specified number of tickets be provided to low income persons through non-profit and governmental agencies.
9. In order to develop a future audience that will sustain the arts, children and families must be able to participate on an ongoing basis. Since the classical arts have little appreciation in our current tv/consumer culture, appreciation must be developed. Emphasis should be placed on programs for school children.

COMMENTS:

The Non-Departmental Citizen Budget Advisory Committee was not able to perform its role in reviewing the budgets of Commissioner Rick Bauman, the Affirmative Action Office, and the corrected budget of County Counsel because these had not arrived at the Budget Office by March 12th, nearly a month after they were due. We do not understand why these small offices were not able to meet the deadline but encourage the County to find some way to require compliance with deadlines.

NON-DEPARTMENTAL CBAC

Mary Schwoeffermann, Chair
Robin Bloomgarden
Ron Goodman
Gordon Hunter
Norma Broussard
Judy Hadley
Paul Eisenberg (participated until
January, when he moved from the county)

NON-DEPARTMENTAL CBAC REPORT ON
METROPOLITAN HUMAN RELATIONS COMMISSION

October 26, 1991

This report is issued by the Non-Departmental Citizen's Budget Advisory Committee, which is one of the system of CBAC's established under the Citizen's Involvement Committee (CIC) to provide citizen guidance to The County Commissioners' Budget and Policy making. It is intended to help formulate the County's position on MHRC, and the CBAC requests that it also be forwarded to the MHRC Task Force as knowledgeable Citizen input in keeping with the purpose of the CIC and CBAC process.

As part of its continuing work, the Multnomah County Non-Departmental CBAC recently met with Luis Machorro and Caroline Leonard to learn more about MHRC's problems and challenges. Here is a summary of observations and some recommendations based upon these meetings:

Carolyn Leonard candidly described problems and disagreements with some elected officials regarding the operation of MHRC. A few of the specific issues she addressed were:

- The need for adequate staffing and suitable office space. The current situation is not conducive to MHRC's accomplishing its missions.*
- The question of employing the key staff of MHRC as contract employees to keep operating costs of MHRC low.*
- The dilemma of trying to remain an effective, trusted and low profile mediator and research entity, while also providing leadership on human rights issues.*
- The politics of MHRC, including the recent public criticism launched by an elected official which resulted in establishment of the commission to study MHRC.*
- The inability of the Board to act cohesively.*
- The suggestion of moving MHRC under the oversight of one of Portland City Commissioners.*

Luis offered an analysis of the organizational problems and the need for over-arching policy direction. Specifically, he described the following problems.

- A need for adequate staffing to accomplish the variety MHRC's missions.*
- A need for consistent Board level priority setting and policy direction.*
- The problem of narrow interests expressed through the Board causing inefficiency and an inability to focus and follow through.*

Summary: To the CBAC members, these problems seemed to fall into two broad categories. The first are public policy issues regarding MHRC's purpose and the appropriate structure to maximize its effectiveness. The second are problems preventing effective directorship from the Board. They are not the same, but they are interrelated.

MHRC is constituted as an independent entity, supported by both the City of Portland and Multnomah County. Its Board is appointed in part by both, and its funding comes from both. Each provide a liaison person to link the MHRC to the two government bodies. Apparently because of MHRC's organizational difficulties, it has come under attack for not

cycle for that Commissioner, and destroy MHRC's ability, in the long run, to become as effective as it otherwise can. The role of Liaison, does not create the same degree of problem that Commissioner "oversight" or "administration" would.

If a reconstitution is in truly in order, since MHRC's issues are really metropolitan area wide, its base should be broadened as widely as possible, and certainly not narrowed to the legal boundaries of the City of Portland.

The County should strongly oppose any move, no matter how well intentioned, to further politicize or parochialize MHRC in the mistaken expectation of making it more effective.

3. CHANGE THE STRUCTURE OF MHRC'S BOARD TO REFLECT A BROADER BASE AND TO ENSURE HIGH CALIBER DIRECTORSHIP

As mentioned above, one principal reason for MHRC's failure to be effective, we believe results from a selection and nomination process that produces an overly narrow, constituent based Board.

Good directors and good boards don't just happen because people with strong commitments and shared values come together. People are not born with the skills to analyze, strategize, and move from thinking about the specific and immediate towards the abstract. In fact, we are by our evolutionary nature creatures that survived by moving from the abstract to quick and decisive action. This has important implications for directing organizations.

Directors have to learn how to direct through experience, mentoring, and formal training. It is best to have only a few people with very narrow and parochial interests on the Board, because they tend to move the issues from planning, strategy and evaluation towards specific tactics and objectives. This tends to derail the organization and undermines executive management's effectiveness. The smaller the organization, and the less its resources, the more disruptive weak directorship is.

MHRC's Board should be modeled after that of other successful organizations which have "outside" directors on the Board. These are people from unrelated fields with little specific knowledge about the technical workings of the organization or its executive mechanisms. They bring organizational skills and stabilizing objectivity to the organization. They require clear statements of overall purpose and goals, logical and consistent policy making to effectuate those goals, reporting by and interactive dialogue with the executive staff regarding how well they are achieving the objectives of the plan, reminders about goals and plans when executive staff begins to wander, and suggestions for executive staff drawn from other areas of human endeavor that have relevance but may not be otherwise considered. They also provide a networking ability into the broader community for the good of the organization.

Specifically, the makeup of the Board should represent a good cross section of the community's formal and informal power base, include experienced "outside directors", and

object, that often far exceeds the reality of the object itself. Exactly the same is true for ideas. Media is neither good, nor evil. It is a tool, like a hammer. Just as a hammer can be used to build or as weapon to destroy, so the media be used to amplify prejudice or to diminish it. It is how the tool is used, not the fact of its use, that is good or bad.

If the fundamental task of MHRC, in the long run, is to change attitudes and ideas rather than to create things or organizations, then media, in all its various aspects represents one of the most effective and powerful tools available to it. Instead of shying away from it, MHRC should embrace and learn how to use it.

The best way to explore the possibilities in this area is to interact with people like the Portland Ad Council and get their professional assistance in developing a coordinated media plan.

NON-DEPARTMENTAL CITIZEN BUDGET ADVISORY COMMITTEE

The Non-Departmental Citizen Budget Advisory Committee offers the following ideas for inclusion in the Board of County Commissioners' development of goals and priorities for the County.

1. What are the most important functions the County should perform?

The County should provide a safe community,
a healthy community,
a liveable community.

2. What are the most important services the County should provide to its constituency?

- a. The County should insure access to health care for all residents by providing care for those who have no other resources; preventive services should be emphasized, quality assured. The County should provide those elements necessary for the public health such as vector control, sanitation, food inspection.
- b. The County should provide expanded services for children and youth and their families. Emphasis should be on prevention. Services should include mental health and counselling programs, alcohol and drug prevention and treatment, recreation, child care, after-school care, community centers, etc. Although the County is not directly responsible for education, its concern for quality education for all residents should be expressed through supportive and rehabilitative services.
- c. The County should provide expanded community corrections services as an alternative to incarceration. Although jail is necessary for some offenders, and possibly as a tool for enforcing alternatives, most offenders should receive sanction, treatment and rehabilitation in the community.
- d. The County should use its powers to insure proper use of land and other natural resources. Wetlands, rivers, forests and natural areas should be protected to enhance liveability and health.
- e. The County must develop and maintain an assessment and taxation system that will respond quickly to changes in value and provide for equitable property taxation for all private and commercial property owners.

3. What national, local or service related trends will most impact Multnomah County in the next twenty years?

- a. Population growth will impact the infrastructure -- water, sewers, transportation, housing. Aging of the population will increase the need for health and social programs.
- b. Measure 5 will cause a decrease in funds available to the County and an loss of local control as the State becomes more involved in direct funding.
- c. Local government will become more dependent on national government for resources.
- d. Governmental functions will shift, with regional, state and national government becoming more dominant. As local government grows larger, steps need to be taken to insure that citizens' democratic rights are protected by placing certain functions in the jurisdictions of local neighborhoods, communities or buroughs.

4. What do you think the top priorities of County government should be?

- a. Access to quality health care services for all residents, emphasizing prevention.
- b. Prevention and rehabilitation services for children, youth and their families.
- c. Insure open government that values citizen involvement and guarantees that the opinions and concerns of residents are encouraged, received and responded to in a positive manner. Citizens must be in charge of their governments.
- d. Equitable assessment and taxation.

5. Other comments or concerns.

The County must find ways to do more with less money.

Non-Departmental CBAC members participating:

Mary Schwoeffermann, Chair
Gordon Hunter
Randal Crawford
Robin Bloomgarden

NON-DEPARTMENTAL CBAC STRATEGIC PLANNING PHASE II

The Phase II task is, by definition, unique for the Non-Departmental area since there is no department and no "departmental" mission statement or "departmental" goals to compare. The Non-Departmental CBAC therefor has taken some liberty in deciding to compare the programs and activities against the County Policy Goals and underlying assumptions. Though the Committee has been meeting regularly, it has not been able to examine each of these areas in sufficient depth due to the sheer number of programs and activities, and the small size of the active membership of the committee. It will probably require completion of the committee's work through the next budget cycle to complete the review. The following, considered in that light, should be considered a preliminary report in many areas.

The programs in the Non-Departmental area fall into two areas. First are mandated and required administrative support services and second are stand alone programs and activities.

The mandated and required service areas include:

- Personnel
- Affirmative Action
- Budget and Planning
- Finance
- Labor Relations
- County Counsel
- County Clerk
- Board of County Commissioners
- Citizen Involvement Committee
- Tax Supervising and Conservation

Stand alone activities and non-departmental programs include:

- Allotments to Non-County Agencies including:
 - Metropolitan Arts Commission
 - Metropolitan Human Relations Commission
 - Portland/Multnomah Commission on Aging
- County Supplements to:
 - East and West Soil and Water Conservation District
 - Extension Service
 - Oregon Historical Society
 - Metropolitan Youth Commission
- Assessment Organizations including:
 - Metro Service District
 - Boundary Commission
- Pass Through Appropriations Administration Including:
 - Business Income Tax
 - Convention Center Fund
 - County School Fund
 - Forfeitures
 - Greater Portland Visitors Assoc.

Regarding the mandated services, it is acknowledged that these are first priority for the County and that this

is sufficiently obvious to have gone unstated in the Policy Goals. There are questions that can be dealt with regarding the manner in which these services are provided vis-a-vis the goals. Specifically can they be provided more efficiently, more equitably, and in a way that supports the goals rather than ignoring or contravening them?

PERSONNEL, LABOR RELATIONS & AFFIRMATIVE ACTION. These areas are currently under examination by the Joint City County Budget Advisory Committee (JBAC). Members serving on that Committee indicate that their report will likely make specific recommendations regarding improved efficiency and effectiveness for several local governments by working jointly in some form of consolidation. This Committee will examine the final report and urges the Commissioners to do likewise. If it is possible to do an equal or better job in these areas for less money, then both the underlying Assumption of "Partnerships" and other County Goals will be served.

BUDGET & PLANNING, FINANCE. Two underlying assumptions of the County's Goals are provision of "Administrative Support Services" and "Excellence". Effective Budget & Planning and Finance are fundamental basic administrative support services for any organization to achieve excellence. For the reasons described below strong commitment in these areas is needed to achieve the County's Goals. The County has good people in these areas capable of providing much needed information if only requested and required to do so.

Organizations that use planning and budgeting well do so by integrating a system of management by objectives with measurement of expenditures against achievement of objectives. It is a tool to compare, manage, evaluate, identify inefficiencies, allocate resources, and impose accountability. In many organizations that fail, the budget is used only to control expenditures and comply with the law. As long as the organization remains within its budget it is presumed to be getting the job done. No objective and tangible evidence of performance is collected or evaluated. No one is rewarded or held to task for the quality or quantity of work accomplished, only the ability to control expenditures. Attention is paid to dollars, and very little to accomplishment.

A few years ago the County, with strong CBAC support, began a project to implement a new budgeting strategy. It was to include both expenditure and productivity indicators. Each Department and Program was to define its mission and goals in very specific terms of measurable achievement objectives and unit cost indicators. Unfortunately, this project has never been implemented. Providing adequate support services and administrative support requires implementing a system of management by objectives. The Commissioners have set goals and policies. Now the Commissioners must be direct, firm and businesslike in requiring Departments and Programs to state clearly the missions they will achieve, how they will do it, how they will solve the problems they have identified, and how their progress will be measured (in terms other than that they spent all their money). Then, the Commissioners must hold the Departments and Programs accountable for following through by asking tough questions, and by praising success and efficiency.

TAX SUPERVISING AND CONSERVATION COMMISSION.

The Committee is in the process of examining the work of this Commission. On first blush, it appears that there is overlap of purpose between the CIC and the Commission at least as to Multnomah County. We are interested in knowing whether the effort is cost effective for Multnomah County as compared to the rest of the State which has no such Commission. We are interested in learning whether the Commission is really effective in conserving tax dollars. It is also of some concern that only Multnomah County is responsible for the cost of certifying the budget of MSD.

This is a mandated function, but it warrants further study.

COUNTY COUNSEL, COUNTY CLERK, BOARD OF COUNTY COMMISSIONERS.

These are all mandated functions that the Committee has not yet reviewed in light of the goals.

CITIZEN INVOLVEMENT COMMITTEE.

The CIC and its committees have been instrumental in urging the undertaking of Strategic Planning in the first place, and provide citizen input and private sector perspective to help the County achieve its goals.

ASSESSMENT ORGANIZATIONS AND PASS THROUGHES.

These are mandated functions.

ALLOTMENTS AND SUPPLEMENTS.

Metropolitan Human Relations Commission. The Committee has just issued its report on MHRC, recommending that the County strengthen its administrative support.

Metropolitan Arts Commission. The Commission offers art exposure, training and encouragement for young people which is in keeping with the goal of "nurturing...children and their families."

Portland/Multnomah Commission on Aging. The Commission deals especially with one of the County's "Special Populations."

East and West Soil and Water Conservation District. This is a mandated service.

Extension Service. The Extension Service offers numerous programs to assist people in the areas of nutrition, economics, gardening, farming, parenting and others. It clearly fits within the Goals. The Non-Departmental CBAC is about to examine areas of duplication between the Extension Service and certain areas of contracted services under Human Services. It appears that there are numerous programs which are efficiently run and presented in a very helpful and dignified way, that may duplicate other programs that seem to be offered less successfully elsewhere. This is an area worthy of further study by our Committee.

Oregon Historical Society. The Oregon Historical Society does provide educational experience for young people and the community at large. We are uncertain that it fits high in the goals priority as currently defined. Perhaps it would be more appropriately funded under or through the public Library program to which is related.

Metropolitan Youth Commission. The Commission's purpose is to provide services to one of the County's "Special populations."

TO: GLADYS McCOY, CHAIR
CENTRAL CBAC

FROM: MULTNOMAH COUNTY SHERIFF'S OFFICE CBAC

DATE: March 10, 1992

SUBJECT: ANALYSIS AND RECOMMENDATIONS FOR 1992-93 BUDGET
REVISED REPORT MARCH 30, 1992

EXECUTIVE OVERVIEW

This report provides a methodology followed by a discussion of citizen issues openly discussed and analyzed. Each issue lists one or more recommendations for your consideration. The issues addressed are:

1. The priorities of citizens' needs.
2. State and Federal mandates and what these mandates do to a county budgeting process.
3. Long range planning to reduce metropolitan crime.
4. Productivity and effectiveness.
5. A need for consolidated reporting on metropolitan crime trends.

Following a study of the above issues, the Sheriff's Office CBAC presents a priority listing of all the 1992-93 add packages proposed by the Sheriff's Office budget. These priorities relate to the issues listed above, as well as the mission and strategic plan of the Multnomah County Sheriff's Office.

SHERIFF'S OFFICE CBAC REPORT ON ISSUES AND PRIORITIES RECOMMENDED FOR THE 1992-93 BUDGET

I. Methodology

This CBAC began addressing recommended add packages on February 4, 1992 and met every week to complete the task in accordance with the established budget calendar.

Prior to addressing the budget some of the newer members of the committee toured County jail facilities in order to become familiar with some of the programs. Additionally, the CBAC prepared themselves for the assignment by reviewing the Sheriff's Office mission and the County's strategic plan.

The add packages submitted by the Sheriff were studied by the CBAC in order to establish an understanding of the needs. This study precipitated a need to closely study several programs within the Sheriff's responsibility area. Two meetings were devoted to education on the following areas:

1. Court Services
2. Safety action teams
3. School drug education program (DARE)
4. Service of Civil Process

Additionally, extra time was devoted to studying mandated services from governments other than Multnomah County.

The final two weeks were directed to the add package priorities recommended by the Sheriff's Office, as well as the completion of this report. Additional time for further study and analysis would have been appropriate, however, this would probably not have changed our analysis.

The current CBAC is composed of six members, of which four are new to the process. In order to prevent the senior members from taking dominant lead, one junior member was assigned the task of advocating changes in discussion procedure in order to arrive at a unified understanding and concurrence. This process worked very well.

II. Issues, Findings, and Recommendations

A. Priorities of citizens' needs.

Public safety and public health protection are equally the highest priorities of the citizens. Citizens expect and must be provided with a feeling of safe living, not only in their home and neighborhoods, but also on arterial streets and commercial and public areas.

Findings

The findings of this group are as follows:

1. In the past, the County has placed high priority in establishing jail beds, programs to support court systems, and provide service to depressed neighborhood areas.
2. Opinions differ in regard to placing priority on providing adequate jails or providing increased and enhanced rehabilitation and social programming.
3. We recognize the County is addressing Measure 5's impact on maintaining public safety and public health which are the citizens' top priorities. While critical social and cultural programs are essential, our citizens must be provided a safe environment.

The recommendations are to continue public safety and public health as top priority and to not allow erosion of quality in order to expand upon or enhance services. In order for rehabilitation and social programs to be effective, the promise of swift and certain consequences must be available.

B. State and Federal Mandates.

One of the weaknesses of government is to make statutes and laws that mandate services but fail to provide procedure on how to execute the mandate. A greater problem is to have mandates imposed which do not provide adequate funds to support the mandate. These inadequate support systems cause county governments to do one of two things: 1) Cut budgets in essential areas in order to meet mandate demands; or 2) Allow mandate fulfillments to fall behind, creating inefficiency in government. The inability to meet mandates often increases the liability to the County and its citizens.

Findings

The findings were as follows:

1. The Court Services area lacks sufficient staff to meet the demands of the court requirements. This results in court delays, inefficiencies, a risk to public safety.
2. The Civil Process program, in addition to falling behind in expected service, is not adequately funded through service fees. During fiscal year 1990-91, expenditures exceeded revenues by \$422,026. This fiscal year the shortfall is projected at \$600,000 (straight line projection).
3. Mandated Sheriff's Office services have impressively utilized creative productivity improvements to meet mandate direction. Other programs fall prey to a reduction in service in order to keep mandated programs in compliance. The question citizens ask is, "Why does the State make a mandate without providing adequate funding to fulfill the mandate?"

Our recommendations regarding mandates are:

1. Have all County departments identify their mandated programs as well as the cost of those programs. Relate the costs to allowed remuneration received from the government issuing the mandate and report these findings to the County Board of Commissioners.
2. Coordinate the result of the above study with Portland metropolitan area counties and cities to form strategy for receiving increased support from the state or federal government.

C. Long-Range Planning To Reduce Metropolitan Crime.

There are a number of factors that point to supporting crime increase. The County and State jail systems are overburdened,

supporting the need for more beds. County and City programs are immersed in "putting out brush fires" when they should be allowed to provide programs and strategy designed to reduce future crime.

Findings

1. An analysis of the inmate population shows a rapid increase in the number of Hispanic inmates. The Sheriff's Office forecasts a need to provide a Safety Action Team in the Orient, Oregon area to work with a predominately Hispanic population.
2. The current Sheriff's school program, Drug Abuse Resistance Education, "DARE", is a nationally recognized drug awareness education program. It is designed to educate future citizens in the pitfalls of drug and alcohol abuse. It currently is in demand from schools throughout the County and has been very successful.
3. The Restitution Center in downtown Portland has a successful program for returning convicted citizens back to the community as responsible citizens.

Our recommendations are:

1. Do not cut further into these programs. Maintain their success at the current level until additional future funding can be attained.
2. Study, analyze, and communicate the success of these programs to the County's citizens. At the time, solicit the public and businesses to promote private partnership for expanding these successful programs.
3. Coordinate some of these programs with other law enforcement jurisdictions in order to prevent duplication of services and to provide a more efficient and effective delivery of service.

D. Productivity and Effectiveness.

Continued lack of funding and the failure to break down traditional lines of responsibilities, are two reasons why productivity fails to improve. County departments at times appear fearful to take the risk necessary to provide flexibility and improve productivity.

Findings:

1. Continued inadequate funding results in overtime costs which exceed the cost of hiring additional personnel.

2. There is no incentive of recognition or reward to encourage flexibility and productivity within the County departments.
3. Current contracts with unions and vendors utilize COLA as a means to introduce inflation. This seems to artificially introduce increased costs without recognizing what actual material cost or labor cost is doing.

Our recommendations are:

1. Form strategies to utilize marketplace material and labor costs as a measure for future contract negotiations. Contract increases with vendors should refrain from usage of COLA clauses.
2. Internal communication should provide recognition for areas that have improved their productivity either through manpower utilization or through the use of improved technology.
3. To improve the image of County government, a strategic plan should be formulated to share these improvements with the County's citizens.
4. The County Sheriff's Office needs a focus person for their PC utilization. We are advised that the County Data Processing department is related to mainframe work only. We suggest some flexibility be brought into these programs so that PC usage throughout the County can be supported through a central source. It does not make sense to have a full time person devoted only to the 90 PCs in the Sheriff's department. Centralized PC support should be provided through Information Services Division.
5. Analyze the current utilization of video arraignments to make certain it is providing maximum support for productivity improvement. Increased usage of videos will reduce prison transportation costs.

E. Crime Trends.

The metropolitan area is made up of a number of City and County law enforcement agencies. Metropolitan newspapers report a city crime rate. How does this compare with the County crime rate?

Our suggestion is to make a unified metropolitan law enforcement crime report and establish ratios of occurrence to economic change and to population change. The current Justice Coordinating Council is an appropriate body to make this occur.

III. Budget Priorities

The following is CBAC's recommendation of the priority of the Sheriff's requested Add packages:

A. Critical Priorities

Add Package 1: Restore funding for 100 beds at MCIJ for nine months.

This cut was made so that the Sheriff's Office could meet the Constraint figure and have the ability to pay for the required salary increases for Fiscal Year 1992-93.

Add Package 2: Restore 70 beds at the Courthouse Jail.

This will maximize the facility back to a 24 hour operation. Without this add, as of July 1, 1992, operation would be only for court appearances during day and part of swing shift.

This cut was made so that the Sheriff's Office could meet the Constraint figure and have the ability to pay for the required salary increases for Fiscal Year 1992-93.

Add Package 3: Restore 5 deputy sheriff positions to continue Safety Action Teams and the DARE program.

This cut necessary in order for the Sheriff's Office to meet the Constraint figure and have the ability to pay for the salary increases for Fiscal year 1992-93.

Add Package 5: Add 6 deputy sheriff positions to the Court Services/Transport Unit.

Over the past several years the workload of the Sheriff's Office Court Services Unit has dramatically increased to the point that it is not always possible to have the required prisoner/defendant in court at the time set for trial or other appearance. The Court Dockets reveal that for the 1984 calendar year, 2,637 in-custody prisoners were scheduled for court. In calendar year 1991 this number has risen to 10,228. The requested additional deputies are needed to deal with this expanding requirement. As with the Court increase, the number of Transports has also increased. Not only within the Adult system, but also in the Juvenile system, for which the Sheriff is also responsible. The Sheriff's Office has noticed that the number of transports to McLaren has elevated and the type of juvenile being transported has become more serious. It should be noted that the escort and guarding of in-custody inmates (either adult or juvenile), while at court, is a mandatory function of the County Sheriff.

Add Package 6: Restore 2 civil deputies/mental health positions.

These were cut during Fiscal Year 1991-92. This unit is responsible for carrying out the mandated duties of the Sheriff, ORS 206. These include enforcement of Civil Court orders and service of notice process in civil law suits. Staff also provide care, custody, and transport of mentally ill persons to and from Probate Court. These two positions would establish the staffing level at the 1990-91 level. It should be noted that the escorting and guarding of these individuals is a mandatory function of the County Sheriff.

Add Package 7: Restore 3 law enforcement positions to the Safety Action Teams.

These positions were eliminated for Fiscal Year 1991-92. These positions are one (1) Sergeant and two (2) Deputies. The Sergeant and one Deputy were cut due to Measure 5 and the other Deputy was cut when the funding from Housing Authority was reduced. When these positions are reinstated, the Sheriff's Office will establish an East County Safety Action Team. One of the many concerns that this Safety Action Team will be focusing on is the Hispanic population with regard to their needs and to provide a link between them and the various human services that are available. Coordination with Rockwood SAT and other agencies will enhance utilization of the community policing philosophy.

B. Secondary Priorities

Add Package 4: Restore inflationary increase for contract and vendor items.

Increase Professional Services, Printing, Maintenance Contracts, Supplies, Food, and Motor Pool line items to reach current service level. These increases are for essential non-discretionary services. The Professional Services amount is for an increase in the identification contract with Portland Police; Printing is to maintain current level of service, as there has not been a noticed savings as anticipated by change in vendor; Maintenance Contracts is for the necessary maintenance on the Kodak microfilming equipment located within Corrections Records; Motor Pool is for the proper and scheduled maintenance to ensure that the vehicles are safe and dependable, cost increase was quoted by Fleet Management; and the Food increase is the increase for Szabo Co. as allowable within their contract. This contract is for inmate meals.

Add Package 8: Restore 40 beds to MCRC.

This will change the population cap from 80 to 120. This is necessary in order for the Corrections Branch to have programs available that will fulfill the need for an adequate work release program within the sanctions continuum.

Add Package 12: Add 3 Additional deputy sheriff positions to expand the DARE program.

In order to produce a generation of children who are trained and motivated to resist pressure to experiment with tobacco, alcohol, and illegal drugs, this program needs to be provided every school year for 10 years.

Add Package 13: Add 3 Additional corrections officer positions to provide inmate transport.

This position will provide Escort functions on day and swing shift.

Currently, the movement in and out of MCDC has increased considerably. Unfortunately the building has physically remained much the same as when it was first occupied. Movement is slow due to many factors such as slow elevators, numerous requests from the courts, attorneys, medical, and recreation. All of these movements need to be coordinated and conducted in a safe manner. The Sheriff's Office is often not moving the inmates in a timely manner; this results in complaints from the courts and attorneys, and may hold up medical providers from seeing clients, thus costing both money and time. Also a factor during high movement periods is that inmates within the Transfer area are not searched at an adequate level for security reasons.

Add Package 16: Add 1 corrections officer to supervise an inmate work crew for painting inside the jails.

DES currently provides contract painting for all Multnomah County buildings when funds are available. The Sheriff's Office requires a full time painter to ensure all five (5) Correctional facilities are maintained at an acceptable and healthy level. Using inmate work crews, instead of contractors, would result in substantial savings to the County.

C. Additional Priorities

Add Package 9: Restore funding for a Data Specialist I.

This position was approved in Fiscal Year 1991-92, but the funding was not appropriated.

The Information Systems Unit provides support to all Sheriff's Office members on the use of PC and mainframe software and hardware, and acts as liaison with the County Information Services Division. Unit members install PC software, hardware, and analyze, design, and test computer systems/programs of PCs. The unit also procures all computer equipment and supplies for the Sheriff's Office, and arranges for computer maintenance agreements. The unit arranges and monitors all outside PC training classes for Sheriff's Office members.

Add Package 10: Add one warehouse worker to Corrections Branch.

This is for the east side facilities. The Corrections Branch has grown from 120 officers to over 500 and serves an inmate population that has gone from approximately 800 to 1,330 with no increase to support for the Equipment Unit.

The Corrections Equipment Unit is responsible for ordering, inventory, record keeping, and servicing the items necessary to run five (5) facilities and two (2) programs. Currently, overtime is used to cover unanticipated demands or employee absence, plus there is no time to properly track inventory or maintain existing equipment.

Add Package 11: Add one office assistant to Corrections Branch.

The Corrections Branch has grown from 120 officers to over 500 and serves an inmate population that has gone from approximately 800 to 1,330 with no increase to support for the Equipment Unit.

The Corrections Equipment Unit is responsible for ordering, inventory, record keeping, and servicing the items necessary to run five (5) facilities and two (2) programs. There is no clerical support to assist with data entry for inventory control, ordering of supplies, or other relevant functions.

Add Package 14: Add a 0.4 corrections sergeant position as accreditation and federal court order monitor.

Currently, there is a .6 position budgeted for this position. These additional funds would make this a full time position as necessary to provide accurate reporting to the Court and to aid and report to County Counsel; plus maintain accreditation standings for all five facilities.

Add Package 15: Purchase and install a bar code system.

This shall be used to track inmates in custody in all the facilities (this system would be compatible and work with the new video imaging and fingerprinting system which the Sheriff's Office is purchasing in 1992) and would also be used for tracking the Sheriff's Office equipment, supplies, and materials.

Add Package 17: Restore \$45,000 for computer needs.

These funds would replace mainframe system controllers, terminals, and printers at MCRC and MCCF. This equipment is extremely old, is becoming unreliable, and consequently in need of repairs.

IV. Conclusions

The CBAC recognizes members of the Sheriff's Office for their helpfulness in providing insight and education. We continue to find the Sheriff's Office team committed to their mission and objectives.

We also recognize the Board of County Commissioners for their wisdom in continuing to place public safety high on the budget's priority list.

It is our hope that the priorities listed here will be funded. Failure to do so will take away the County's tools to reduce crime. The absence of Safety Action Teams and drug education (DARE) in schools will tarnish the bright future of this metropolitan area. This is a need to provide both a deterrent to crime as well as a framework for education and rehabilitation.

Multnomah County Sheriff's CBAC Members:

Richard Weaver, Chair
Robert Colclessner
Lora Creswick
Gabriel O. Enyinwa
Floyd Geller
Richard Getgen

INTEROFFICE CORRESPONDENCE

DATE: July 26, 1991
TO: Central CBAC
FROM: Sheriff's CBAC
SUBJECT: STRATEGIC PLANNING

The Sheriff's CBAC has examined and discussed Multnomah County policy and suggests the following items be considered for the strategic planning process.

- A. The citizens' safety, security and well being should be the highest priority of any services provided by the county. Public health and public safety hold priority over other community needs.
- B. The county, as a matter of economics and productivity, shall bring the services and administration of services to one central area. Citizens shall need to utilize the services by traveling to the central location.
- C. The county shall acknowledge the independent judgement of its elected officials. The agency head shall have the power to operate the agency within the budget amount provided by the county as long as the operation stays within the guidelines and strategic plan of the county. Elected officials shall be cautioned to make decisions based on strategic plans and goals and not on personal feelings.
- D. County and labor shall both embrace a labor partnership that recognizes fair and competitive total compensation, increased flexibility, reduced cost, and increased productivity.
- E. County shall provide comparable compensation and benefit study of organizations of similar size and complexity in order to attract and retain good and skilled employees.
- F. The County shall devise a budget management recognition plan. Good management of realistic budgets should be rewarded by reapportioning some part of the savings back to the next year's budget. The objective of this policy is to lessen the budget management mentality of "spend it or lose it."



MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
2115 S.E. MORRISON
PORTLAND, OREGON 97214
(503) 248-5000

BOARD OF COUNTY COMMISSIONERS
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MEMORANDUM

TO: Gladys McCoy
Chair of the Board

FROM: Richard Leonard, Chair
DES Citizen Budget Advisory Committee

DATE: March 5, 1992

SUBJECT: DES Citizens Budget Advisory Committee Report

I am writing to you for the Department of Environmental Services Citizens Budget Advisory Committee to report on the budget review meeting held on March 4, 1992.

The Committee recognizes that discussions on the transfer of DES functions to Portland, Gresham, and the Metropolitan Service District are in progress. We also hear of proposals to purchase a new County office building and replace the Donald E. Long Juvenile facility. These developments would have significant impacts on the Department's budget for FY 92-93. Because of this, the Committee considers this our preliminary report on the Department's budget request. As the decisions evolve and the budget is adjusted accordingly, we expect to submit a final report the Board of County Commissioners.

General Observations

The Department has prepared its budget based on the assumption of continuation of the current service levels. Changes in appropriation requests from FY 91-92 budget result partly from shifts of personnel or programs within the Department. The exclusion of capital project carry-overs (to be added once the amounts are known) is another reason for the reduction from last year's amount. The elimination of the parks development program as the result of Measure 5 also accounts for reductions in capital requests. Finally, reductions in Road Fund capital improvements result from reduced Road Fund Revenue projections. At this point,

the Department's request is almost \$4.5 million below current appropriation amounts.

Specific Observations and Recommendations

- The Committee finds the Department's FY 92-93 budget request to be a **responsible effort** in an environment of growing service demands and stagnant resources.
- The Committee supports **enterprise fund budgeting and accounting** for County agencies providing services to other County agencies. This type of financial tracking affords cost information and accountability for these public services. The Fleet, Distribution, Data Processing, and the Telecommunication Funds operate in such funds and prove their economy and service levels to the user agencies.
- The Committee expresses concern over the **adequacy of funding** for maintaining the County's facilities. As new programs have been assumed and new facilities acquired, the maintenance resources have not been correspondingly increased. A continued policy of deferred maintenance can be costly and expose the County to legal liability.
- The Committee will support the **County Auditor's review of Facility Management operations** to improve the division's operations and the integrity of County facilities.
- The Committee supports the **Department add packages**. The three dealing with water quality and capital improvements are basic to the County's welfare. If possible, we recommend you include them into the base budget.

As I've said, this is a preliminary report, and the Committee will continue to review the evolution of the FY 92-93 budget. We appreciate the opportunity to give you the results of our review.

c. DES Citizen Budget Advisory Committee

DES BUDGET ADD PACKAGES

			ADD PACKAGES	
			REQUEST	DEPARTMENT PRIORITY
PLANNING				
	Comprehensive Framework Plan Review		100,000	A
	Land Use Planning Hearings Officer		10,000	B
FLEET RECORDS				
	Temporary Records "Catchup" staff		8,600	B
TRANSPORTATION				
	Tualatin River basin Water Quality Project		124,200	A
	NPDES System for Storm Water		102,000	A
FACILITY MANAGEMENT				
	Rent Increases		51,562	A
	Parking – 1st & Jefferson	40		
	Parking – Portland Bldg	1,800		
	King Center – Juvenile Court	800		
	Close Street Supervision	1,600		
	Portland Building	34,000		
	Ford Building Parking	200		
	Judges' Parking	13,122		
CAPITAL IMPROVEMENT PROGRAM				
	Ford Building Boiler Replacement	60,000	240,000	A
	Justice Center Reception/In Gate	35,000		
	Justice center Cell Windows (51)	50,000		
	Courthouse Chillers	95,000		
			636,362	

1. Proposed By	<u>R Scott Pemble</u>	Date Proposed	
		Included in	
Department	<u>DES/ Land Use</u>	Proposed Budget	<u>1992-93</u>
Fund			

2. Description of Add Package

UPDATE OF THE MULTNOMAH COUNTY COMPREHENSIVE FRAMEWORK PLAN – Begin a three year review and updating of the Multnomah County Comprehensive Framework Plan to reflect current state and Federal requirements and community needs. No comprehensive updating of rural planning areas have been done since 1981. The project would establish rural community planning groups for five Sub-Regional planning areas and produce plan for each of these areas by July 1995.

The Sub-Regional Plans would incorporate changes in state and federal laws, renewed environmental interests, and growth trends.

\$ 100,000

1. Proposed By	<u>Tom Guiney</u>	Date Proposed	
		Included in	
Department	<u>DES/ Records</u>	Proposed Budget	<u>1992-93</u>
Fund			

2. Description of Add Package

ELIMINATION OF RECORDS BACKLOG – Add a temporary staff person to assist with routine operations of the Records Center. This will allow the permanent staff to devote more time to the professional and technical operations of Records Management. The workload in the Records Center has increased significantly in recent years due to recent County office moves and reorganizations, increasing utilizations by Departments, changes in State Archives microfilm storage requirements, and pending changes in the State Archives retention schedule. The temporary staff will keep the Records Center from falling further behind.

\$ 8,559

1. Proposed By	<u>Larry Nicholas</u>	Date Proposed	
		Included in	
Department	<u>DES/Transport</u>	Proposed Budget	<u>1992-93</u>
Fund			

2. Description of Add Package

The Tualatin River Basin Water Quality Project was mandated by the State Department of Environmental Quality (DEQ). DEQ ordered appropriate management agencies in the Tualatin River Basin to develop water pollution control plans and programs to meet Clean Water Act standards by June 30, 1993. The Board appropriated \$71,500 from General Fund Contingency in December 1991 to develop this management plan. This add package will fund the implementation of the pollution control programs.

Funds will be used for pollution monitoring, source control, and consultant project management.

\$ 64,200

1. Proposed By	<u>CIP COMMITTEE</u>	Date Proposed	
		Included in	
Department	<u>DES/Facility Mgmt</u>	Proposed Budget	<u>1992-93</u>
Fund	<u>100</u>		

2. Description of Add Package

This add package would fund five needed capital improvement projects (see list attached) with a total cost of \$630,000, of which \$240,000 will be needed in FY 92-93. These projects, which have been recommended by the CIP Committee, are needed to reduce maintenance and utility costs by an estimated \$20,000 per year.

Each of these projects are considered urgent by the Committee.

\$ 240,000

1. Proposed By	<u>F Wayne George</u>		Date Proposed	
Department	<u>DES/Facility Mgmt</u>	Fund	Included in	
		<u>100</u>	Proposed Budget	<u>1992-93</u>

2. Description of Add Package

This add package would fund rent increases which the County has incurred in seven facilities. Normally this would be included in cost of living increases in the constraint which was not allowed this year. The total of the increases is \$51,562.

Attached is a list of the facilities and the amount of the rent increases.

* 51,562

1. Proposed By	<u>Larry Nicholas</u>		Date Proposed	
Department	<u>DES/Transp</u>	Fund	Included in	
			Proposed Budget	

2. Description of Add Package

The Federal Clear Water Act requires most local governments to submit an National Pollution Discharge Elimination System Permit application, outlining a pollution reduction/elimination plan for storm water discharge. Multnomah County has been working with the cities of Portland and Gresham to coordinate the planning efforts and application submissions. This add package would be pass through to the cities to fund the County's share of the planning and engineering costs (\$80,000) and fund the consultant liaison to the project (\$22,000).

After submission of the plan, no significant improvements are anticipated.

1. Proposed By	<u>R Scott Pemble</u>		Date Proposed	
Department	<u>DES/Land Use</u>	Fund	Included in	
			Proposed Budget	<u>1992-93</u>

2. Description of Add Package

LAND USER PLANNING HEARINGS OFFICER -- Contract for services of a Hearings Officer which would exercise powers and duties as described in Chapter MCC 11.15.8100. This would reinstituted the Planning Hearings Officer program which was disbanded in 1982. This left the Planning Commission with responsibility of reviewing and hear land use applications. This process currently consumes 100% of the Commision's time, leaving no time for developi and recommending land use policy.

State mandated planning programs will require the Planning Commission to advise the Board of Commissioners on new land use policy. To do so, will require doubling the voluteer time of the Commission members without a heari officer.

In addition to saving Commission time, significant staff time and resources will be saved by a Hearings Officer. Th time and resources will be used to support policy developmenut and updating the County's Comprehensive Framev

\$10,000



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DES/CBAC

Strategic Planning Input

FUNCTIONS

1. Public Safety
2. Leadership in Economic Growth Planning
3. Insure a Liveable Environment

SERVICES

1. Health/Human Services
2. Corrections/Probation/Juvenile
3. Protection of Rivers/Parks
4. Library

TRENDS

1. Crime
2. Housing Affordability
3. Travel Demand

PRIORITIES

1. Maintain the ability to handle increased need for human and aging services as the County population grows
2. Provide a healthy environment
3. Provide housing and medical care
4. Protect the environment
5. Provide economic and cultural liveability



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M E M O R A N D U M

TO: Gladys McCoy, Chair of the Board
Commissioner Pauline Anderson
Commissioner Rick Bauman
Commissioner Gary Hansen
Commissioner Sharron Kelley

FROM: Richard Leonard, Chair
Dept. of Environmental Services
Citizen Budget Advisory Committee

SUBJECT: Transmittal of Report

DATE: November 5, 1991

The D.E.S. Citizen Budget Advisory Committee respectfully submits the following report as part of Phase 2 of the Citizen Involvement Committee's planning process.

We understand that the Board of County Commissioners has many difficult decisions before them in the face of Measure 5. We also understand that the Board is currently engaged in joint discussions with the other jurisdictions in Multnomah County regarding possible consolidation or transfer of various County programs.

As several programs under consideration in those discussions are in the Department of Environmental Services, we hope you find our report timely and helpful in your deliberations.

Thank you for the opportunity to provide our input.

CITIZENS BUDGET ADVISORY COMMITTEE
DEPARTMENT OF ENVIRONMENTAL SERVICES
PHASE 2 REPORT

INTRODUCTION

This report has been prepared by the Citizen Budget Advisory Committee (CBAC) for the Department of Environmental Services for Phase 2 of the CBAC Strategic Planning process.

In preparation of this report, the DES CBAC has reviewed the Strategic Goals adopted by the Multnomah Board of County Commissioners in August, 1991 and examined the programs provided by the Department of Environmental Services in light of these strategic goals.

Based upon this review, the DES CBAC recommends a revision of the mission statement of DES, as well as a realignment of some of the services currently provided by the department.

PROPOSED REVISED MISSION STATEMENT

The role of the Department of Environmental Services is to

- ensure the provision of assigned functions mandated by law;
- provide physical support services for all County programs;
- provide environmental services to rural areas; and
- coordinate with other jurisdictions for the delivery of designated urban services.

RECOMMENDED REALIGNMENT OF CURRENT DES PROGRAMS

Based upon the DES CBAC's understanding of the County's strategic goals and the recommended revised mission statement for the Department of Environmental Services, we recommend that the following programs be retained by the County and administered by DES:

- Assessment and Taxation
- Elections
- Facilities and Property Management
- Fleet/Electronics/Records/Distribution
- Information Services
- Transportation
- Expo Center and
- Park Services

The DES CBAC further recommends realignment of the following programs:

- Land Use Planning

The County retain a rural planning program, as required by State law, under DES and contract with the cities for the provision of planning services within the urban growth boundaries of Portland and Gresham. Long-term, pursue regionalization of planning.

- Animal Control

The County continue to provide basic, mandated animal control services countywide, under the administration of DES. Enhanced, urban-level animal control services could be provided to the cities on a contract basis, at the expense of those cities benefiting from the enhanced service levels.

- Community Development

The DES CBAC supports the transfer of this program to the Department of Human Services, as the purpose of this program - particularly with its increased focus on housing programs - seems to be more consistent with the mission of that department.

Of the current DES programs, only one was identified which seems to fit neither the overall strategic goals of the County nor the proposed, revised mission of the department: The DES CBAC, therefore, recommends that the Cable program be transferred to the City of Gresham, which represents a majority of the east County subscribers to this program.

DISCUSSION

The DES CBAC is aware of the discussions currently underway between Multnomah County and the cities of Gresham and Portland regarding potential consolidation of and/or transfer of various programs. We understand that many of the programs currently under the Department of Environmental Services are being considered in those discussions.

In the case of various support services that are currently being considered for consolidation, the DES CBAC supports analysis of these programs for potential consolidation, if real cost savings and efficiencies can be realized. However, we hope that these discussions will not preclude the possibility of consolidation of these programs under Multnomah County, when analysis demonstrates that the County can provide those services at considerably less cost than the cities.

We further understand that Land Use Planning is being examined as a program for potential transfer to the cities, based upon the premise that increased efficiencies would occur. Although we support the County getting out of the urban planning function, we oppose contracting with the cities for rural planning services. It is doubtful that any cost savings would be realized by contracting for rural planning - in fact, costs would potentially increase. In addition, we view environmental protection of the rural areas in Multnomah County to be one of the primary purposes of the County's planning program and consistent with the proposed revised mission of the Department of Environmental Services. Regional consolidation of land use planning for rural areas should be supported as a long-term objective.

In the case of Transportation, which we understand is being considered for transfer to the cities of Gresham and Portland, we view Transportation Services as a vital underpinning to support the County's overall strategic goals, both through its sizeable contribution to the organizational strength of County government and its more broad-based perspective on the provision of road and bridge services. In addition, the County's transportation program is exemplary; and to dismantle it would be to no apparent public benefit. Consolidation or transfer of transportation services should only occur after detailed study of a full range of alternatives, with a long-term goal of regionalization of the transportation system. The DES CBAC recommends that Multnomah County take a leadership and coordinating role in consolidating countywide transportation services under County government as a logical step toward regionalization.

We further recognize that operation of the Expo Center and Park Services are not apparently consistent with the County's adopted strategic goals. Long-term, regionalization of these programs may make sense. In the short-term, however, these programs do support the County's strategic goals through their considerable contribution to the County's General Fund. In addition, these programs provide important services to the residents of Multnomah County; and the County ought not relinquish these valuable assets without assurances that the quality of these facilities and services will be maintained and that the County will not lose its current revenue stream from these programs to support ongoing County priorities.

CONCLUSION

The Department of Environmental Services Citizen Budget Advisory Committee supports the concept of regionalization and consolidation of local government services, including human services. To fulfill the DES mission and to assure that the citizens of the county are appropriately served, we recommend that

DES CBAC
Phase 2
Page Four

the department continue to provide excellence of service in the areas identified above for retention. Further, we recommend that support services be retained by the County unless analysis demonstrates that consolidation will produce real cost savings and efficiencies for the taxpayer.

The DES CBAC supports the Board of County Commissioners in their exploration of transfer and/or consolidation of other County programs in partnership with other jurisdictions to increase the impact and effectiveness of those services and programs, including human services. Human services are of regional concern, and to ensure equity to the taxpayer, the region should bear the cost for these services, not just Multnomah County. The DES CBAC is concerned that by diminishing the role of County government in the region and by divesting the County of not only programs but assets and resources as well, the County also lessens its leverage in the regional political arena. To ensure ongoing support for the services the County retains, reciprocity should be a condition of any transfer of County assets.



CENTRAL ADVISORY BOARD

Department of Human Services
421 S.W. Fifth, Suite 600
Portland, OR 97204
248-3782
FAX: 248-3828

MEMORANDUM

TO: Gloria Fisher
CIC

FROM: Muriel Goldman, Chair *Mel Goldman*
Department of Human Services
CAB/CBAC

DATE: March 10, 1992

SUBJECT: Budget Recommendations

The Central Advisory Board/Citizens Budget Advisory Committee (CAB/CBAC) for the Department of Human Services, which currently oversees both the Department of Social Services and the Department of Health, met on March 5, 1992 to make recommendations on the department budget priorities.

Because reorganization of the former Department of Human Services into the current Departments of Social Services and Health occurred close to the time the CAB/CBAC was looking at budgets and making recommendations to you and the departments, we decided to divide the CAB/CBAC into two budget subcommittees: one for Social Services and one for Health. The Health Budget Subcommittee met jointly with representatives of the Community Health Council.

Each Budget Subcommittee met twice and prepared recommendations which were considered by the full CAB/CBAC at its March 5 meeting. The CAB/CBAC voted to approve the recommendations of the two subcommittees as described below.

First, the CAB/CBAC voted to support the base budgets as requested by each department.

In addition, the CAB/CBAC supports the submission of projects identified on the Department of Social Services' primary add package list. The CAB/CBAC wants to emphasize its strong support and advocacy for restoring and annualizing staff and services for the third Boys' Detention Unit at the Donald E. Long home, which was identified as the first priority on the primary add package list.

Memo to Fisher
March 10, 1992
page 2

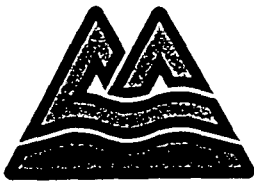
The CAB/CBAC also voted to support five other add package requests from the Department of Social Services. We hope additional funding can be identified for these projects, which have been selected because they enhance or continue critical services. They are:

Div.	Amount	Description
ASD	\$ 45,000	Adds funding to meet increased need for basic transportation services to meal sites and medical appointments.
HCSD	\$100,000	Expands services for the Hispanic community countywide.
	\$ 50,000	Provides 17 beds of homeless youth transitional housing, case management and client services for 6 months.
SSD	\$ 33,897	Restores funds to ADAPT to provide drug treatment and residential services for pregnant addicted women in jail and their children.
	\$ 25,000	Funds increased shelter bed capacity and/or follow-up for youth at Harry's Mother.

For the Department of Health, the CAB/CBAC voted to support the following add packages in the indicated priority order:

Prior- ity	Amount	Description
1	\$231,000	Funds pharmaceuticals for 1992-93 at the level necessary for continued clinical operation.
2	\$368,623	Extends school based clinics to alternative schools and two additional high schools.
3	\$ 78,392	Fully funds Corrections Health at the Inverness Center.
*	\$ 84,230	Funds Corrections Health services associated with a third boys unit at D.E. Long Home.
*	\$ 45,752	Provides Corrections Health services associated with an additional 40 beds at the Restitution Center.
*	\$ 31,766	Provides Corrections Health services associated with 100 beds at MCIJ - first 3 months.
*	\$ 95,298	Provides Corrections Health services associated with 100 beds at MCIJ - remaining 9 months.

* Items with an asterisk are tied to add packages being submitted by other departments, and will need to be considered if those other add packages are funded.



MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES
421 S.W. FIFTH AVENUE, SUITE 600
PORTLAND, OREGON 97204
(503) 248-3782
FAX: (503) 248-3828

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GARY HANSEN • DISTRICT 2 COMMISSIONER
RICK BAUMAN • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

MEMORANDUM

TO: Gloria Fisher
CIC

FROM: Karen Mayfield *KM*
DSS Administration

DATE: March 12, 1992

SUBJECT: Additional Info on Add Package Requests

You requested more information on the add packages selected for special support by the DHS CAB/CBAC, which oversees both the Department of Social Services and the Department of Health. I hope the following will answer any questions the members of the CCBAC may have. Please let me know if I can provide further information.

DEPARTMENT OF SOCIAL SERVICES

Youth Service Project: \$50,000 (Housing and Community Services Division)

In October 1990, the Community Action Program Office (CAPO) received a \$262,000 research and demonstration grant from the U.S. Office of Community Services for a Homeless Youth Self Sufficiency Project. In combination with federal, state, and local resources already contracted by CAPO to serve homeless youth, this grant has enabled Outside In to expand their transitional housing program to 17 beds in which homeless youth may be housed for up to one year (as opposed to the then current program of 10 beds for up to 90 days of transitional housing). While the findings from the first year of this research project are extremely positive in terms of stabilizing homeless youth and promoting self-sufficiency, the federal funds which enable these expanded service levels will be exhausted by December 31, 1992. In order to maintain these enhanced service levels, an additional \$50,000 in resources is needed between January 1 and June 30, 1993 (annualized at \$100,000).

This add package, in combination with existing resources, would purchase 17 beds of transitional housing, case management, and client services for 6 months. This would enable 20-25 homeless youth to receive up to 12 months of transitional housing while being enrolled at Portland Community College or being trained for employment.

Hispanic Access Services: \$100,000 (Housing and Community Services Division)

At the request of local funders, the Multnomah County Community Action Commission established a Hispanic Services Task Force to assess local needs and priorities for improving services to low income Hispanics in Multnomah County. The first recommendation of the report adopted by the Commission recommended that local funders

"Establish a set-aside of approximately \$200,000 for expanded Hispanic services. New sources of funds are to be identified, as opposed to reallocating existing resources. This proposed set-aside is projected to provide approximately 10,000 units/hours of service for approximately 6 full time staff. Staff (contracted to one or two community action special needs providers) would be assigned (outstationed) to a minimum of 8 sites (community action community service centers and special needs providers) for an average of .8 FTE or approximately 32 hours per week at each location."

This add package request would therefore fund 5,000 hours of contracted Hispanic access services provided by approximately 3 FTE. These funds would be matched by \$30,000 which the City Bureau of Community Development is requesting in City of Portland General funds; \$25,000 in State Community Service Block Grant discretionary funds which State Housing and Community Services has awarded to the DSS Community Action Program Office (CAPO) for this purpose; \$24,000 in state and local funds which CAPO is contracting for Hispanic access services in FY 91-92; and \$21,000 of funds to be requested from the City of Gresham.

ADAPT Funding: \$33,897 (Social Services Division)

These funds were cut in September 1991. They had originally been budgeted as part of the County support of the Alcohol and Drug Abuse Prenatal Treatment (ADAPT) program. In September, approximately \$56,000 of the ADAPT allocation remained unobligated to specific providers. The division chose to reduce that allocation by \$33,897, leaving approximately \$13,000 unobligated to support ADAPT. If added, these funds would be used to provide drug treatment and residential services for pregnant addicted women in jail and their children. These funds would supplement the \$133,547 already included in the budget request.

Harry's Mother: \$25,000 (Social Services Division)

Harry's Mother is a major resource for runaway youth in Multnomah County. It is run by Janis Youth Programs, Inc. The ability to shelter all youth who need that service has been reduced by cuts in the State and Federal funds over the past 3 years. This money will allow for increased shelter bed capacity and/or follow-up with youth who have completed their maximum 14-day stay in the shelter.

Basic Transportation: \$45,000 (Aging Services Division)

This funding would expand services already being delivered. Senior advocates and contract agencies which provide services to the elderly have identified increased transportation services to meet unmet needs as a high priority. Currently the need is such that elderly people are being turned down for rides because of lack of funding. One group of people who make use of these services is frail, vulnerable elderly who are unable to use or who don't have access to other means of transportation to get to medical appointments or meal sites.

Another group is minority elderly. Improving access for minority elderly into the aging services system is a high priority for the division. For example, there are now meal sites at the Multi-Cultural Center in NE Portland, which is designed to serve various minority populations, and at Impact in SE Portland, which serves Native American, Hispanic and other minority elderly. ASD is concerned that there is now not enough funding to ensure that these groups can get to the centers and participate in the services.

DEPARTMENT OF HEALTH

Pharmaceutical funding: \$231,000

This would increase funding for pharmaceuticals to the level necessary to maintain current clinical operation. Based on national increases in drug costs, the current budgeted level should increase by approximately \$373,300. This increase is the result of two consecutive years of inflation in the drug industry in the range of 15-16%, which far exceeds the level of increase the Health Department can cover without making programmatic cuts elsewhere.

Within its budget constraint, the Department was able to fund \$142,000 of this increase. This add package requests the remainder. Without the increase the Department will need to limit the range of pharmaceuticals dispensed to its clients through a reduced approved formulary.

School-Based Clinics: \$368,623

This would extend school based clinics into two additional high schools and Portland alternative schools. Specifically, comprehensive and accessible clinical services would be provided to a medically underserved population.

This package would allow:

- Opening of a clinic at Franklin H.S. in October 1992
- Providing clinical services to Open Meadows, Vocational Village, Clinton, and Grant evening schools
- Opening of a clinic at Benson or Wilson High January 1993

Memo to Fisher
March 12, 1992
page 4

Inverness Health Services: \$78,392

The Health Department was unable to fully fund Inverness Corrections Health within constraint. The shortfall results from an increase in the cost of Personnel assigned to the facility far in excess of the funds provided through the constraint calculation process.

When these personnel funds were first budgeted, they were listed as vacant positions because the facility was new. The personnel costs for vacant positions are lower because new employees are at the beginning of the salary range and do not begin accruing some benefits for a period of time. However, these vacancies were filled from physicians transferring from other sites. These transfer employees came over at a higher rate and accruing full benefits.

RESPONSES TO PHASE 1 QUESTIONS BY THE DHS CBAC

What are the 3 - 5 most important functions the County should perform?

1. Assure the well-being of all of its citizens through provision of health and other social services for those persons in need (the provider of last resort when no other aid is available.)
2. Provide for the public safety of the community and for the prevention and treatment of juvenile and adult crime.
3. Assure a liveable environment through preserving valuable urban and rural lands and coordinating with its neighboring counties to manage the movement of people and vehicles.
4. Tax collection and management of the election process for all levels of government.
5. Operation of a county-wide library system that is equitable and accessible.

What are the 3 - 5 most important services the County should provide to its constituency?

1. Health, mental health, alcohol and drug treatment and prevention services for all populations in need.
2. Particular emphasis should be placed on children and youth services, especially preventive services, teen pregnancy prevention, and maternal health care for all women.
3. A continuum of public safety programs which provide prevention and early intervention services, especially for youth, an array of alternative sentencing options, community-policing in unincorporated areas, and secure detention for juveniles and adults when necessary to protect the public.
4. Protect the environment through policies and actions which protect valuable lands, and preserve air and water quality.
5. Provide emergency basic needs for those citizens who lack shelter and food.

What national, state, local or service related trends do you believe will most impact Multnomah County in the next twenty years?

1. The changing role of education and how its delivered.
2. Growing population and its ability to manage the environment.
3. Transportation needs.
4. The direction of state and local taxation revision.
5. If the state does not come up with a replacement revenue to fund the schools, counties will have to assume a greater burden for social services.
6. The need for affordable housing for low and middle income residents.
7. Portland Future Focus
8. Governmental restructuring to reduce duplication and costs.
9. In the short run, implementation of health insurance for poverty level and the uninsured working poor (SB 27); in the long run, national health insurance. This means improved access to health, mental health and alcohol and drug services for all.
10. Increased federal requirements with fewer dollars attached.
11. Increased state requirements with fewer dollars attached.
12. A growing senior population and increased need for services.
14. A diminishing youth population and consequent need to provide increased educational and job-training skills for high risk youth, starting at the preschool level and through latency, to prepare them for meaningful, productive work.
15. More women entering the work force, and consequent need for increased need for more and better child care.
16. Increased percentage of culturally diverse population groups.
17. Interagency collaboration and sharing of resources and pooling of funds.

What do you think the top 5 priorities of County government should be?

1. Greater emphasis on preventive services, especially for children.
2. Providing equal access to services throughout the county.
3. Restructuring government to consolidate services in the county and decentralize service delivery to bring services as close to those persons being served as possible, and facilitating greater involvement of private agencies, communities, neighbors, and businesses to join with county government in planning and providing services.
4. Restructuring the tax system to make it more equitable.

5. Providing primary health care.

Other Comments or concerns to share?

1. Continue and expand the citizen involvement process.
2. Expand consumer participation.
3. Study the service levels to unincorporated areas.



CENTRAL ADVISORY BOARD

Department of Human Services
421 S.W. Fifth, Suite 600
Portland, OR 97204
248-3782
FAX: 248-3828

MEMORANDUM

TO: Pat Bozanich, Chair
Central Citizens Budget Advisory Committee

FROM: Muriel Goldman, Chair *MB*
DSS CAB/CBAC

DATE: February 20, 1992

SUBJECT: Strategic Planning Process

I. Mission Statements

The DSS CAB/CBAC Strategic Planning Subcommittee met on October 14 and October 25, 1991 to review department and division mission statements and identify areas where program changes would enhance service delivery.

The revised mission statements, which were reviewed and approved by the full CAB/CBAC at its November 7, 1991 meeting, are attached.

It should be noted that the Health Division was part of the Department of Social Services (formerly the Department of Human Services) at the time the strategic planning process was underway. On January 12, 1992, Health officially became a separate department. However, since the DSS CAB/CBAC was the advisory group for Health at the time these mission statement revisions were developed, the mission statement regarding health services is included in this report.

II. Department Reorganization

The Chair's Office was in the process of reorganizing the department at the same time the Subcommittee was participating in the strategic planning process. On behalf of the full CAB/CBAC, testimony was given to the Board of County Commissioners in support of the following:

1. To establish a separate Health Department to enhance its role in administrative and policy direction;
2. To combine housing and community services functions under a new division within the remaining Department of Human Services; and
3. To rename the Department of Human Services the "Department of Social Services."

The Board of County Commissioners adopted the above by ordinance on December 12, 1991.

Memo to CCBAC re: Strategic Planning
February 20, 1992
page 2

III. Program Changes

In addition to revising the mission statements, the Strategic Planning Subcommittee also developed several suggestions for program changes and/or enhancements. Because discussions about department reorganization were underway at the time and the reorganization has only recently been completed, these suggestions have not yet been presented to the full CAB/CBAC. The suggestions will be considered in the near future by the Health Budget Subcommittee and the Social Services Budget Subcommittee. These groups will then forward the suggestions to the full CAB/CBAC for their consideration and adoption.

DEPARTMENT OF HUMAN SERVICES
Mission Statements

Department of Human Services

The Mission of the Multnomah County Department of Human Services is to maintain and improve the quality of life for all residents of Multnomah County through planning, financing and providing culturally competent, accessible human services. Services shall be focused on those individuals and families who have the greatest need or are at the highest risk, and are to be delivered equitably, efficiently and effectively.

Director's Office

The Human Services Director's Office shall provide leadership, coordination and direction among all divisions within the Department of Human Services and with other public and private organizations within the Human Services continuum. The Office of the Director is responsible for the coordination of:

- ° Policy and budget development
- ° New initiative development
- ° Advocacy, both internal and external, for the interests of client populations
- ° Management, fiscal accountability and program effectiveness
- ° A supportive work environment conducive to personal growth and development

Aging Services Division

The Aging Services Division shall ensure that persons 60 years of age and older and low income residents with special needs are offered a range of quality services that:

- ° Promote their well-being and independence
- ° Provide for a safe living environment
- ° Protect the individual's right of self-determination
- ° Target resources to frail and vulnerable persons
- ° Protect adults who are abused, neglected or exploited,
- ° Increase the availability, access and equitable distribution of resources and opportunities for low income residents to meet their basic needs, improve their quality of life and achieve self-sufficiency.

Health Division

The Health Division shall maintain and enhance the health of its residents through a range of services that:

- Protect the public against health hazards, trauma and spread of disease,
- Promote a healthy community through active participation in the development of public policy and through public and individual education,
- Prevent and actively promote the prevention of serious health problems through early intervention and teaching of positive health behaviors, and
- Provide accessible and effective health services for low income and high risk residents.

Juvenile Justice Division

The Juvenile Justice Division shall provide, in the least restrictive setting, a range of community-based services to youth and their families that:

- Protect the community,
- Hold youth accountable for their actions,
- Impose sanctions in a fair and just manner,
- Assist youth in developing skills to become contributing members of the community, and
- Protect children who are abused, neglected or abandoned.

Social Services Division

The Social Services Division shall plan, advocate for, and provide or ensure the provision of a continuum of quality services that include prevention, early intervention and treatment. Accessible services shall be provided to at-risk children and families, and to residents who are disabled by emotional disturbance, mental illness, developmental disabilities or chemical dependency that:

- Promote nurturing, healthy and safe environments for children,
- Maximize the health and safety of special populations,
- Prevent or ameliorate disabling conditions,
- Reduce dependence,
- Prevent institutionalization through the development of other service support options.
- Assure provider accountability through the offering of innovative service options; through contracting with the most qualified providers; and through effective contract management and monitoring.

**Citizen Budget Advisory Committee
Report and Recommendations, March 1992**

Multnomah County Auditor's Office CBAC

Keith Crawford, Chair
Jeremy Grand MS, CSP
Jane Jouett
Tom Kessler, CPA
Helen Koba
Richard Levy
Ron Pennington

1. ISSUE: Restore some of the FY91-92 cuts

Findings

The Auditor's Office sustained a 21% cut in its budget in FY91-92.

The Office lost one auditor position and a large portion of its appropriation for materials and services and capital.

The cut has significantly reduced the capacity of the Office to conduct performance audits.

Restoration of the position, as a staff auditor, will return the office to historical staffing levels.

Recommendation

Approve the Auditor's Office Add Package for the full-time position.

2. ISSUE: Create a part-time work-study or intern position.

Findings

The Auditor's Office can use additional assistance in conducting its audits.

The students at the local colleges and universities represent a large source of talent.

Multnomah County, students, and their schools will all benefit from a good working relationship.

Recommendation

Approve the Auditor's Office Add Package for temporary personal services.

July 30, 1991

TO: Pat Bozanich, Chair Central CBAC

FROM: Keith Crawford, Chair Auditors CBAC

SUBJECT: CBAC Strategic Planning

During our discussions on the development of input for the Strategic Planning process, we had difficulty trying to address planning issues on a county-wide basis. Much of this is attributed to the fact that we are unfamiliar with what issues other CBAC's have discussed for their own departments, and more specifically, our lack of familiarity with the functions of other Multnomah County departments. We felt it would be beneficial to this effort to receive the comments submitted by all other CBAC's so we could gain a better understanding from a big picture point of view. This vantage point would place us in a better position to offer constructive input with regard to Multnomah County as a whole. As with last year, the emphasis of the Auditor's Office with regard to the ten strategic issues presented in the County Visions Project is to work **For an Accountable Government**. Our comments and suggestions for input are presented below.

1. Revise and expand the Guiding Principles of the County Mission statement described below. Separate and define each item as a separate value contributing to the accomplishment of the mission.

Mission

Multnomah County's mission is to plan, finance and deliver services to all citizens and properties in the County. These services must be delivered efficiently and distributed fairly in a manner that promotes public confidence in government.

Guiding Principles

Provide equity and fairness in the delivery of county-wide services. Provide cost effective, responsive services. Assure continuity of vital public services. Achieve equity and stability in taxation. Improve the general health and welfare of county citizens. Achieve broad citizen support for county services. Provide equality in employment opportunity. Improve employee efficiency, productivity and satisfaction. Promote excellence.

2. Examine the changing role of the County in relation to other local governments - the impacts of Metro, annexation, reduced federal funds, and Ballot Measure 5. Take into account the changing population demographics - increased growth, an aging population, more minorities and women in the workforce. With these issues in mind, explore budget-reducing consolidation or partnerships with other local governments where duplication may exist in the following areas:

Land-use planning

Low income housing for the disadvantaged and elderly

Economic development, job creation, job training.

Protection of environmentally sensitive areas such as wetlands, watersheds and natural areas.

Promotion of recycling

Providing public health services to those in need

Provide criminal prevention programs for youth, and drug and alcohol treatment for all citizens willing to enroll.

Social services for the poor, homeless and mentally ill.

3. The last item regarding the strategic planning process is for the Board of County Commissioners to establish a better working relationship with the Auditors Office. In light of Ballot Measure 5 there are going to be some tough decisions that need to be made to reduce the budget, and hence, county services. The Board needs to tap into the resources of the Auditor, since it is they who are charged with the responsibility of measuring and evaluating the efficiency and effectiveness of county programs.

Multnomah County District Attorney's Office
Citizen Budget Advisory Committee
Budget Report for 1992/93 Fiscal Year

Budget Submission Recap

The District Attorney's FY 92/93 Budget is an increase of 4% above its current budget.

The submission includes a shift in classifications but no change in the number of FTE personnel requested.

Five add packages have also been proposed in addition to the District Attorneys 92/93 submission.

CBAC Review and Comment

District Attorney's office priorities should continue to emphasize prosecution of serious, assaultive offenses.

Domestic Violence and abuse cases should be vigorously managed. The Domestic Violence add package and its Parole and Probation component provide an opportunity for a larger segment of the 300 new DV cases presented each month to receive anger counseling and treatment to educate and empower the victims and counsel the offenders in these cases.

Target areas in N/NE and expansion into Gresham would greatly benefit from neighborhood based prosecution services to enable residents and businesses to identify and respond to community problems in an expedient and effective manner.

A study of case management in the Child Support Enforcement Unit indicates that this unit would be more productive with an investment in an automated case tracking system linking workers at multiple locations. Due to a reorganization, staff in this unit was reduced by 2 attorneys and 1 investigator which places more responsibility for case management on paraprofessionals in this department. This one-time non-labor expenditure would enhance the quality of service and the productivity of this unit without adding staff and therefore would be a good investment of public dollars. It could also have potential long-term effects in improving the welfare of children.

Enforcement of property crimes and fraud should be restored to its past level, which was out last year as a result of Measure 5. In our opinion, property crimes must be prosecuted in order to maintain the quality of life we as Oregonians have come to expect. Recently, as the media so clearly brought to our attention, a young man was shot and killed in a car prowl incident. It is our opinion that tragic events such as this are a result of a deep-rooted community frustration with lack of consequences for property crimes.

It is with these facts in mind that the District Attorney's add packages have been prioritized. To the extent general funds are available for program enhancements in the 1992/93 budget, we strongly urge you to fund these add packages:

1.	Domestic Violence	\$191,286
2.	Neighborhood Based Prosecution	\$127,954
3.	Child Support Enforcement	\$93,677
4.	Property Crimes	\$151,189
*5.	Video Lottery/Gaming Laws	\$1,074,000

*In considering add package number 5, we recommend Multnomah County appropriate Video Lottery/Gaming Law Enforcement funds in the District Attorneys budget. These funds can then be transferred or contracts developed with the appropriate agencies to comply with law enforcement needs. HB 3151 has established funding for local counties of 3% of the "net revenue of video lottery games in the county" for Video Lottery/Gaming Law enforcement as part of the implementation of electronic on-line lottery games. Therefore, an add package to appropriate this money has been submitted.

DEPARTMENT OF COMMUNITY CORRECTIONS

Because the Department of Community Corrections budget was not completed until March 12, 1992, the Citizen Budget Advisory Committee was not able to develop their report and recommendations.

Their report will be forwarded to you when received.



MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY CORRECTIONS
421 S.W. 5TH, SUITE 600
PORTLAND, OREGON 97204
(503) 248-3701
FAX (503) 248-5376

GLADYS McCOY
COUNTY CHAIR

DCC-CBAC Input to Strategic Planning Process

The chart below summarizes the DCC-CBAC's position on important functions and services for Multnomah County.

Functions	Services	Priorities
Public Safety	<ol style="list-style-type: none">1. Corrections2. Law Enforcement3. Prosecution	<ol style="list-style-type: none">1. Neighborhood mediation and Involvement in Issues.2. A & D Prevention and Treatment.3. Integrated delivery of effective treatment and sanction services.
Health and Human Services	<ol style="list-style-type: none">1. Services to Children.2. Services to Women in Transition3. Services to the Aged.4. Services to the Disabled.	<ol style="list-style-type: none">1. Improved case management.2. Improved psychological and mental health treatment.3. A & D Prevention and Treatment.
Protection of Environment	<ol style="list-style-type: none">1. Land use regulation	<ol style="list-style-type: none">1. Maintain current urban growth boundaries.
Employee Services and Support		<ol style="list-style-type: none">1. Promote citizen understanding of county programs.



MULTNOMAH COUNTY OREGON

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421 S.W. 5TH, SUITE 600
PORTLAND, OREGON 97204
(503) 248-3701
FAX (503) 248-5376

GLADYS McCOY
COUNTY CHAIR

Finally, the DCC-CBAC developed a list of the trends they believed would occur which would have an impact on Multnomah County and the services it delivers. The list follows:

1. Dramatic population growth in Metro area.
2. Increase in the proportion of the population potentially in need of services e.g. infants, elders, poor.
3. Increased diversity in population.
4. Widening income gap between poorest and wealthiest citizens.
5. Declining educational levels of general population.
6. Reluctance of citizens to pay taxes to support services they desire.

The Chair will poll members of the DCC-CBAC to try to determine those members who are willing to make a commitment to participate actively this Fall and into and through the 1992-93 budget preparation cycle. A list of the members is attached.

gndccbac/8/1



MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY CORRECTIONS
421 S.W. 5TH, SUITE 600
PORTLAND, OREGON 97204
(503) 248-3701
FAX (503) 248-5376

GLADYS McCOY
COUNTY CHAIR

November 27, 1991

VIA FACSIMILE - 248-3048

Ms. Pat Bozanich
Citizen Involvement Committee
2115 SE Morrison
Portland, Oregon 97214

Re: CBAC Strategic Planning

Dear Ms. Bozanich:

On October 29, 1991 the Citizen Budget Advisory Committee (CBAC) for the Multnomah County Department of Community Corrections reviewed the Department's Mission Statement and strategic planning process. The CBAC concluded the Department's mission and current programs, design and structure more than adequately reflect the goals and priorities established by the Department's CBAC.

Our CBAC felt no changes were needed and the evolving nature of the Department and its strategic planning process will significantly improve the delivery of community corrections programs, probation and parole services within Multnomah County over the next several years. Some of the programmatic issues that our CBAC would like to see addressed will be considered during the 1992-93 budget process.

I have enclosed a briefing document prepared for the Board of County Commissions. This document details the vision, mission and operational direction for the Department of Community Corrections. Our CBAC unanimously concurs with the approach taken by the Department.

Very truly yours,

DOUGLAS TRACY, Chair
DCC-CBAC

cc: Ms. Gloria Fisher
DCC-CBAC Members
Robert A. Jackson

For a copy of the Board Briefing on Option I of
October 1, 1991, please call the Department of Community
Corrections at 248-3701.

DEDICATED FUND REPORT

Data Processing Fund
Cable Television Fund
Telephone Fund
Insurance Fund
Mail and Distribution Fund

CENTRAL CITIZEN BUDGET ADVISORY
COMMITTEE

February 1992

Central Citizen Budget Advisory Committee

Pat Bozanich, Chair
Mike Zollitsch, V. Chair, DES CBAC
Richard Weaver, Sheriff CBAC
Jack Pessia, DA CBAC
Larry McCagg, DCC CBAC
Jeremy Grand, Auditor CBAC
Bobbi Gary, DHS CBAC
Robin Bloomgarden, ND CBAC
Paul Eisenberg, ND CBAC

Dedicated Fund Sub-Committees

Mike Zollitsch, Chair
Richard Weaver, Sheriff CBAC
Floyd Geller, Sheriff CBAC
Gabriel Enyinnwa, Sheriff CBAC
Winnie Francis, DHS CBAC
Jane Netboy, DCC CBAC
Gordon Hunter, former ND CBAC
Ron Pennington, Auditor CBAC
Jeremy Grand, Auditor CBAC

Multnomah County Citizen Involvement Committee
2115 S.E. Morrison, Portland • (503)248-3450

Dedicated Fund Review 1991

The Central Citizen Budget Advisory Committee has reviewed the dedicated funds of the former Department of General Services, as directed by Resolution 88-86 adopted on May 26, 1988.

The resolution provides that the Central Budget Advisory Committee determine if the purpose for which the fund is dedicated is being met, whether the level of funds is reasonable for the purpose, and whether the need for the fund has increased or decreased.

The Central CBAC reviewed the following funds:

- Data Processing Fund (Fund 301)
- Cable Television Fund (Fund 163)
- Telephone Fund (Fund 402)
- Insurance Fund (Fund 400)
- Mail and Distribution Fund (Fund 404)

All of the funds reviewed this year, with the exception of the Cable Television Fund, are internal service funds which account for activities and services performed primarily for organizational units within the County. Charges to County agencies are calculated to recover costs and maintain capital.

The Cable Television Fund is a Special Revenue Fund. Special Revenue Funds are authorized for specific purpose and generally operate on a year to year basis until the fund is discontinued or revised by legislative authority.

Methodology

This year the Funds were assigned to sub-committees consisting of members of the Central Citizen Budget Advisory Committee and individual Citizen Advisory Committees. In addition, the Central CBAC interviewed Jean Miley, Manager of Risk Management. The findings and recommendations were reviewed and endorsed by the Central Citizen Budget Advisory Committee under the direction of Vice Chair Michael Zollitsch.

Conclusions

The Central CBAC found all the funds to be well managed with adequate control and generally satisfied service users. The CBAC reviewers were impressed with the level of knowledge and interest of the managers of these funds.

Recommendations

Data Processing Fund

- a. Information Service Division (ISD) should provide the driving force within the County to use technology to improve productivity or efficiency.
- b. Consideration should be given to consolidating and reorganizing parts of ISD to decrease manager to worker ratios.

Cable Television Fund

- a. Surpluses should be allocated to cable access and cable-related areas only.
- b. Consolidation of east and west cable activities into one commission should only occur after all issues, including access for remote East County residents, have received serious research and consideration.
- c. Review sections of the Intergovernmental Agreement for either clarification or better decision making. (Please see Appendix II)

Insurance Fund

- a. Expand the Health and Dental Benefits option plan to all employee.
- b. Proceed with plans to develop a method to estimate building contents to insure that all assets are adequately insured.
- c. Fund a local area network, sharing data and software with other local governments.

Mail and Distribution Fund

- a. Continue to provide detailed usage and cost reports to system users.
- b. Request the Department of Environmental Services to review this new fund by July, 1993.

Data Processing Fund

Fund 301 (Internal Service Funds)

This fund shows the costs of data processing systems operated by the County. County organizations reimburse this fund for their use of computer systems and these reimbursements are budgeted in object code "7200-Data Processing". This fund is also reimbursed for its services by a number of non-County organizations including the State court system and the City of Portland.

Methodology

During the initial meeting of this subcommittee, we determined that the ISD dedicated fund and the telephone dedicated fund were closely related. We then joined forces with the subcommittee on the Telephone dedicated fund for the purpose of interviewing Jim Munz (Director of the Information Services Division) and Douglas Fischer (operations/Communications Manager within ISD.)

In addition, we informally and individually interviewed ISD customers in the Sheriff's Office, the Auditor's Office, the Department of Human Services, and Citizen Involvement Committee staff.

Conclusions

- A. There appear to be adequate controls on costs in the ISD structure. The chargeback system, the "free market" approach to obtaining computing services, the Data Processing Management Committee (DPMC), and budget control by the Board of County Commissioners appear to provide adequate cost controls.
- B. Users of County ISD services are generally satisfied with the service they get and with their relations with ISD. Where there was dissatisfaction, it was blamed on budget problems, which cause resource shortages.
- C. There does not appear to be any central driving force within the County to use technology to improve productivity or efficiency. ISD would seem to be the logical agency for this role, but with the recent 40% cutback in the Office Automation group, ISD doesn't have the resources.

County departments which use PCs or would like to use them are largely on their own, although ISD does still support the 17 existing Local Area Networks.

Managers who would like to use "workgroup" technology to improve the productivity or cost efficiency of their departments have

nowhere to go in ISD for help. These people might benefit from having an ISD "consultant" to talk with to define their needs and to determine an appropriate solution.

- D. We recommend that consideration be given to consolidating and reorganizing parts of ISD. With 12 managers and 48 staff (plus 3 vacancies), ISD has the appearance of being top heavy. Four of the managers have a span of less than 5. Three of the 9 departments have 2 or 3 staff, plus a supervisor [figures include voice communication].

A small span may be appropriate for some technical management or supervisory positions. However, some of the small departments in ISD are relatively non-technical.

Summary of Informal Interviews with ISD customers

- One customer asked if the policy of staying a generation behind in computing hardware is really beneficial; would more advanced technology increase performance (especially for on-line systems)?
- ISD should provide support for personal computers, especially in networking.
- The charge back system is confusing, and there is a sense of lack of control over costs by the end-user. Also, is the allocation of expenses done fairly? Is the amount of staff appropriate, or too high?
- There was a suggestion that the ISD budget should be reviewed by charge-back users.
- ISD has capable people who are helpful and knowledgeable about the county.
- The Division of Health Client Tracking System was singled out as a very good system and very reliable.
- One customer stated that the lack of state-of-the-art mainframe gear was not a problem, and was felt to be cheaper.
- Response time to online systems can be bad at times.
- More distributed processing was thought to be a possible solution to providing better up-time.
- Down-time was not perceived to be a serious problem, but was higher than users would like.
- ISD has a better vision and is more customer oriented than the City of Portland's department.
- The information center was complimented by one customer for being helpful in determining and defining needs for PCs.

- One customer perceived the DPMC and its operating staff to be effective. The operating staff makes recommendations and DPMC makes the decisions. The DPMC sometimes returns recommendations for further work.

Summary of Meeting with ISD Staff and Management:

- The ISD dedicated fund is fully funded by charges to customers either within the county or externally. Surpluses (if any) carry forward and reduce the following year's rates.
- Equipment is paid for out of revenues from charge backs. the method of financing capital purchases is determined entirely by the Finance Division.
- The Data Processing Management Committee acts as a board of directors, meets quarterly, and reviews rates and performance.
- ISD budget is approved annually by the Board of County Commissioners.
- The charge back rate structure is such that it can be compared against external service bureaus. Two years ago a comparison against Weyerhaeuser showed the County ISD to charge 40% less.
- County agencies may go outside to obtain computing resources, and hence ISD operates in a relatively free market.
- The Office Automation group was cut 40%, which effectively eliminates PC support. Local Area Networks (of which the county has 17) are still supported by the remaining staff. There is a Local Area Network administrators' group which meets to share information.
- Because of budget cutbacks, application system maintenance is falling behind.

ISD Sub-Committee:

Gabriel Enyinnwa (Sheriff CBAC)
 Jeremy Grand (Auditor CBAC, CCBAC)

Cable Television Fund

Fund 163 (Special Revenue Funds)

The County acts as a fiscal agent for a consortium (including East County cities) that granted a cable franchise for the area outside Portland east of the Willamette River. This fund shows the revenue from franchise of fees paid to all the jurisdictions and records of the expenditures for cable regulation and "citizen access" programming.

Methodology

On Wednesday, November 13, Gordon Hunter and Dick Weaver met with Julie S. Omelchuck, Director of the Multnomah Cable Regulatory Commission. The purpose of the meeting was to fulfill the requirement of citizen committees reviewing dedicated funds on a pre arranged bases.

Explanation of Fund

For purposes of this report, the original Multnomah Cable Regulatory Commission for East County was initiated in 1984, and the franchise will expire in 1998. The Commission receives franchise fee revenues from television cable companies operating in the unincorporated parts East County and the East County Cities. The franchise fee is based on 5% of gross revenues minus uncollectables from each of the operating cable companies.

The revenues collected are in exchange for permission to use the streets and public ways of the jurisdictions for the construction, operation, and maintenance of cable communication systems. Revenues are also for the support of community cable access activities.

The current staff of the Regulatory Commission consists of two people in an office rented from Multnomah County at its Morrison Street building. It is important to note that the Cable Regulatory Commission is not a county office even though it occupies space in a county facility.

Conclusions and Recommendations

Messrs. Hunter and Weaver found the examination of the dedicated fund both interesting and professionally presented. The director of the Multnomah Cable Regulatory Commission is a very competent and professional leader who understands the responsibilities of the office. We sincerely appreciate the courtesies extended during the examination.

Following are our conclusions and recommendations:

- A. When surpluses exist which create reserves above annual expenditures, the funds shall be allocated to cable access and other cable-related areas only.

An anomaly currently exists which has placed approximately \$200,000 of reserve funds in the Cable Commission budget. The Cable Commission normally reserves \$75,000 to cover legal fees. However, in the last year the cable companies, as a result of extended advertising and increased services rates, began to realize increased gross revenues which created an increase in franchise fees. We do not expect this situation will continue because the City of Portland continues to annex unincorporated areas into the City which reduces the franchise fees being collected by the Commission.

There is a tendency for governments in Multnomah County, Troutdale, Gresham, Fairview and Wood Village to siphon off reserves for other activities. If that were to happen, it would cloud accounting procedures which identify how and where the Cable Commission spends its dollars. Citizens need to know where the money is coming from and how it is being spent. We recommend this surplus reserve fund does not end up in other budgets but be dedicated to cable-related activity areas.

As an example, one area that could be considered is finding a way to provide cable communication to low income families. Television is rapidly replacing newspapers as the daily communication link to the state and the community.

- B. We concluded there are parties in the city and county area who are anxious to consolidate east and west cable activities into one commission.

While there is merit to study and consideration for consolidation, it must be well planned and thought out and all issues studied before any action is initiated. We are concerned that a speedy consolidation could reduce regulatory and public access to remote unincorporated areas of East County. Citizens must have access to these channels on a geographical area need.

- C. We concluded that the Multnomah County Regulatory Cable Commission is doing a good job in upholding the objectives and rules of the current franchise agreement.

A review of their daily operation, their Board meeting agendas, the audit procedure, and the efficiency of their administration lead us to commend this two-person office and its Commission members for the work they are doing.

- D. We concluded that the salaries for these two employees appear to be somewhat below market place competitiveness.

It is important to note this observation came from the two people investigating the dedicated fund and not from the staff.

The work of a regulatory commission employee requires intensive negotiation, investigation, and leadership. At the same time, efforts must be expended on managing an accurate budget. It is our recommendation that the market place be examined to determine whether or not the salaries for these two employees are competitive in the Portland market place. Failure to retain professional leaders in this area will cause a loss of continuity and expertise in meeting the objectives of the franchise.

- E. We concluded the current location of the Cable Commission office on S.E. Morrison Street is out of the geographical area served by the Commission.**

The Cable Commission operates in the county offices at S.E. Morrison Street. Previously, they were located in the downtown county building. A great deal of their work is dedicated to the unincorporated sections of the county west of 162nd and east of the Gresham city limits. As Gresham and Portland complete their annexation plans, the revenues of this Commission will diminish. At some time prior to 1998 it may be impractical to operate the Commission in a dedicated office. It is suggested the Commission staff continue negotiating with the City of Gresham to occupy space in the Gresham Rate and Regulation Department in order to facilitate cross training and utilization of common administration and employee services. Not only would this place the office in a better geographical location but it would also afford them opportunity to design their activities in a more productive way.

- F. We concluded there are sections of the Intergovernmental Agreement which need to be reviewed for either clarification or better decision making.**

Section 7 of the Intergovernmental Agreement is entitled, "Receiving and Distributing Funds." Part C of this section refers to the manner in which jurisdictions within the franchise can vote approval of commission budgets. If a majority of the jurisdiction approve the Commission-adopted budget including Gresham or Multnomah County, it shall then become effective. It should be noted that the jurisdictions within this Commission are both large and small. the City of Gresham, for example, has 62% of the subscribers and Multnomah County Unincorporated has approximately 23%. In addition, there are Troutdale, Fairview and Wood Village. These unequal geographical areas could easily control budget without giving consideration to the needs of the entire Commission. Going one step further, if the surplus \$200,000 were distributed among the jurisdictions by a majority vote, then the Commission could be criticized as a result of this greediness for surplus funds.

Part B of this same section should also be reviewed for clarification. It is uncertain whether or not this paragraph pertains to additional or surplus funds. It would appear that

County Commissioners might be able to raid this surplus fund through either Paragraph B or C.

In summation, the Multnomah County Cable Regulatory Commission dedicated fund is in good shape, is well managed, but because of surplus funds, is in a precarious situation because the jurisdictions within the Commission may wish to move the surplus dollars to other areas for other needs. Since a surplus exists, a normal question might be to reduce the 5% to something less.

The 5% franchise fee is an agreed-upon rate in an Intergovernmental Agreement which expires in 1998. To re-open the Agreement to consider changing the rate would not benefit the rate payers. They would not see any reduction because of the cable company's desire to renegotiate other pieces of this Agreement. It is best, therefore, to work within the Agreement and find ways to use the excess as described under No. 1 on Page 4 (Appendix II)

As future reviews of this dedicated fund occur, the examiners will note decreasing revenues as a result of increasing annexations. The Commission will need to be flexible and remain productive in view of the decreasing revenues.

Cable Television Sub-Committee

Dick Weaver (Sheriff's CBAC, CCBAC)
Gordon Hunter (former ND CBAC)
Jane Netboy (DCC CBAC)

Telephone Fund (Fund 402)

Fund 402 (Internal Service Funds)

This fund shows the operation, maintenance and line costs of County telephone systems. Its revenues are reimbursements from organizations that use County provided phones. the reimbursements are budgeted in object code "7150 Telephone".

Methodology

The Telephone Fund subcommittee met with James Munz, Director of the Information Services Division, and Douglas Fischer, Operations/Communications Manager, on October 25th.

Explanation of Fund

The budget and rates are set by an advisory committee made up of managers and one citizen. All revenue is derived from the County's telephone customer base. All customers are charged the same rate, to keep things as equitable as possible. The rates include the cost of upgrading and maintaining the system. The present rate structure is approximately 40% less than if provided by an outside vendor.

The County owns its equipment and contracts for service, maintenance and technical aspects from the G.T.E. Customer Network Services. Long distance calls are routed through the equipment at the County Courthouse and then to M.C.I. For control purposes, each employee has an access number that must be used when entering the system.

Each program develops its own telephone budget and is charged according to services provided. County programs are not required to use the county telephone system and could go to an outside source, but this does not seem to be known generally.

Findings and Recommendations

- The committee found that the Fund is meeting its objectives and that it is being managed in a very efficient manner.

Telephone Sub-Committee

Ron Pennington (Auditor CBAC)
Winnie Francis (DHS CBAC)

Insurance Fund (Fund 400)

Fund 400 (Internal Service Funds)

The County has determined that it is less costly to set aside reserves to pay claims than to buy certain kinds of insurance. Reserves and the costs of administration for liability, workers' compensation, unemployment, property damage, and medical/dental claims are shown in this fund. Other funds and organizations contribute to this fund through service reimbursements budgeted in object code "5550 Insurance Benefits" or by cash transfers.

Methodology

The Insurance Fund Subcommittee met with David Boyer and Jean Uzelac of the Finance Division. Jean Miley, manager of Risk Management, met with the Central Citizen Budget Advisory Committee.

Explanation of Fund

The Insurance Fund accounts for all internal service reimbursements, revenues and expenses associated with the County's insurance requirements. The administration of the insurance services is divided among four different offices as follows:

- Employee Services Division (Health Promotion and Employee Benefits)
 - Health/Dental Insurance
 - Life/Long Term Disability (LTD)
 - Unemployment Insurance

- Finance Division
 - Retiree Health Benefits

- County Counsel
 - Liability Insurance

- Risk Management
 - Property Insurance
 - Workers' Compensation

The Finance Division also reviews the fund reserves and coordinates actuarial and other services.

Conclusions and Recommendations

- A. Beginning January 1, 1992, exempt employees and members of the nurses bargaining unit can waive insurance benefits and receive a part of the savings in cash. Negotiations for the upcoming union contracts should include offering this option to all employees. Not paying double premiums would not only save money for the County but, in many cases, would ease administration burden of insurance that is not used.

- B. Some County employees would like more choices than the two insurance programs offered, however, since in the private sector many employees have only one choice, two plans seem to be adequate.
- C. We recommend that the County Board consider how much of the health insurance premiums the County should pay and how much should be the responsibility of the employee. We suggest that comparisons between public and private sector jobs be considered.
- D. The employee assistance program, health promotions, and monitoring of health care premiums are the major components of the Benefits and Health Promotions unit. The Board should determine how much it should pay for these programs it should pay for and how much the employee should contribute, especially in the area of sponsoring health promotions and other non-essential activities.
- E. The insurance funds appear to be well administered and adequately funded.

Extended Description of Funds

Benefits and Health Promotions

This program administers the benefit packages provided to county employees. The employee assistance program, health promotions, and monitoring of premiums (health and dental) are major components of this program.

Health and Dental Insurance

This fund is established to provide for medical and dental insurance for county employees and their families. County employees can select coverage from Kaiser or the County plan administered by Oregon Dental Services (ODS). Kaiser determines the premiums for the services offered through their program. the County program is basically self-insurance. Rates are determined by a benefit consultant who evaluates claims. ODS administers the program, paying the claims and billing the County.

Effective in January, 1992, the County is implementing a program to save money now spent on double coverage of employees who are provided insurance through another family member and through the County. The employee who opts for this program receives approximately one-third of the premium as a cash incentive, while the County saves the other two-thirds. This option is currently available to exempt employees and the nurses' bargaining unit.

member and through the County. The employee who opts for this program receives approximately one-third of the premium as a cash incentive, while the County saves the other two-thirds. This option is currently available to exempt employees and the nurses' bargaining unit.

Life and LTD

The County provides life insurance for its employees and Long Term Disability insurance for some employees. Insurance is bought through an independent carrier which sets the premium rates. The premiums are paid by the departments purchasing the policies.

Unemployment Compensation

The State charges the County for unemployment compensation at rate determined by claims against its account.

Finance Office

The Finance Office administers the retire insurance reserves.

Retiree Insurance Reserves

This is a new program that provides a \$2,000 life insurance policy and 50% of medical and dental benefits of retirees to the age of 65. The accrual of funds is intended to cover the future liability of such a program.

Risk Management

The funds allocated to risk management pay for a program manager and loss control specialists. This group analyses where and when losses occur and develops programs to reduce claims.

Property insurance

Property insurance is provided by an independent carrier. The carrier establishes the rate. The County's insurance counselor has recommended a fund equity of \$125,000. This fund should be maintained at a level sufficient to pay the insurance premiums for one year.

Risk Management plans to increase the deductible and improve coverage. The County's capital and personal property needs continuous appraisal to insure that losses would be covered. The County has 94 locations and about \$200 million in property. There is no schedule for appraising building contents, but Risk Management is establishing an estimating process for building contents that would make on-site assessment of all building contents unnecessary.

Workers' Compensation

The County contracts has been self-insured for workers' compensation since 1979 and currently contracts with a private third party administrator, Alexis RM Services. This is a one year contract that can be extended to five years. As with liability, departments with a greater potential for claims pay more into the fund. Workers' compensation insurance rates are traditionally lower than in private industry. In the last three years, claims increased by amounts paid have decreased, possibly reflecting a better job managing claims and getting workers back on the job. Claims are also directly related to legislation and judicial decisions regulating liability for stress claims.

Risk Management does the preliminary investigation for claims and interviews claimants and departments regularly to get injured workers back to work as soon as possible. This is seen as saving costs but also is better for the worker. Working with County Counsel, Risk Management has improved the departments' knowledge of their obligations to injured workers.

This unit is responsible for preventing accidents so has established safety committees and does counseling and training for accident prevention.

County Counsel

County Counsel administers the Liability Insurance funds and handles the legal work involved.

Liability Insurance

This fund covers costs associated with any lawsuits against the County including claims by employees. Management is contracted to Self Insured Management Systems, who work closely with County Counsel on claims. The County has a loss control specialist and several loss control committees within certain departments. The departments that have a greater potential for liability pay more into the fund than departments with lesser potential.

The current Oregon tort limit for governments is \$500,000 per incident but there is no cap on claims sought through federal court. Risk Management is exploring a policy to cover that would cover the excess in case of a federal claim.

Insurance Fund Subcommittee:

Michael Zollitsch (DES CBAC; V. Chair, CCBAC)
Dr. Floyd Geller (Sheriff CBAC)

Mail and Distribution Fund

Fund 404 (Internal Service Funds)

The Mail and Distribution Fund accounts for internal service reimbursements from County organizational untis for U.S. mail and internal distribution and delivery expenses.

Methodology

The committee met with Tom Guiney, manager of the fund.

Explanation of Fund

This internal services fund is intended to account for internal service reimbursements from County organizations for U.S. mail, internal distribution, delivery expenses, and the delivery of health and medical supplies. This fund operates like an internal enterprise fund because the fudns are collected from the users for services rendered.

Mail distribution services were formerly contracted to the City of Portland. Multnomah County terminated the contract and initiated its own distribution services at the beginning of the fiscal year.

Conclusions and Recommendations

Since data is only available for the first quarter of operation for this program, it may be too early to determine how it will function in the future.

What we do know is that after the usual start-up problems were worked out, the program appears to be operating smoothly. The level of funds appears to be reasonable. The purpose for which the funds are are allocated is being met.

The program is providing more detailed information to program managers than was previously provided, so they can understand how their funds are being spent. This information will aid them in determining some areas where they can save moeny and will be of great value in preparing future budgets. Managers of some programs have already determined areas in which they can save money. The program is providing good user analysis with an eye to increased efficiency and cost savings.

Recommendation

We recommend that this Fund be reviewed by the Department of Environmental Services CBAC by July 1, 1993.

Mail and Distribution Subcommittee
Mike Zollitsch