

Meeting Date: JAN 20 1993

Agenda No.: W-2

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

SUBJECTS: PROCESS FOR DEVELOPING WORKPLANS // AGENDA FOR NEXT RETREAT

BOARD BRIEFING 1-20-93 REGULAR MEETING _____
(date) (date)

DEPARTMENT B.C.C. DIVISION _____

CONTACT BILL FARVER TELEPHONE 3740

PERSON(S) MAKING PRESENTATION BILL FARVER, HANK MIGGINS

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: 2 HOURS

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

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

WORKSESSION FOCUSING ON THE PROCESS FOR DEVELOPING
POLICY WORKPLANS BY DEPARTMENT / LIAISON AREA
AND
THE AGENDA FOR THE NEXT BOARD RETREAT

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL [Signature]

Or

DEPARTMENT MANAGER _____

(All accompanying documents must have required signatures)

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1993 JAN 13 PM 12:56

January 19, 1993

To: Board of County Commissioners
Department Managers
Elected Officials
From: Bill Farver
Re: Format for Policy Development Plans

At the meeting on January 20th, the Board will review the lists submitted and agree upon the format for policy development plans. Here is one possible format for those plans:

1. Critical issues/opportunities facing the Department/County within the next year.

a. County goal

b. Trends (social, political, cultural) on a national, state, or local level that could impact the goal or its implementation

c. Steps needed to reach that goal (identify who is responsible for each step - i.e. Department, Board, general public)

Here's how this format might work with some of the critical issues identified by the Department.

a. County goal - MCSO - Conversion of radio system because of changes in BOEC procedures

b. Trends (social, political, cultural) on a national, state, or local level that could impact the goal or its implementation

- 1). Unresolved issue of ongoing role of MCSO in patrol
- 2). Is the technology equally appropriate for other aspects of county business?

c. Steps needed to reach that goal (identify who is responsible for each step - i.e. Department, Board, general public)

- 1). Development of specific plan for conversion to Mobile Digital Terminals (MCSO)
- 2). Development of specific plan for conversion to the 800 Mhz. Computer Assisted Dispatch System (MCSO)
- 3). Development of funding plan (MCSO)
- 4). Approval of plans (Board)

a. County goal - Health - Providing Medical and Dental Care for Indigent Residents

b. Trends (social, political, cultural) on a national, state, or local level that could impact the goal or its implementation

- 1). Federal approval of Oregon Health Plan
- 2). National health insurance plan
- 3). Board review of role of County in providing indigent health services

c. Steps needed to reach that goal (identify who is responsible for each step - i.e. Department, Board, general public)

- 1). Identify County role in providing medical and dental services for indigents (Health)
- 2). Identify how short the County is in meeting the need (Health)
- 3). Identify options for Board consideration in meeting the need (Health)
- 4). Consideration of options (Board)

a. County goal - Library - to secure funding for library operations and for library capital needs

b. Trends (social, political, cultural) on a national, state, or local level that could impact the goal or its implementation

- 1). Board contact with other local jurisdictions about the submission of other revenue measures (Board)

c. Steps needed to reach that goal (identify who is responsible for each step - i.e. Department, Board, general public)

- 1). Develop ballot titles for levy and GO Bond (Board and Library staff)
- 2). Provide adequate public information about levy and GO Bond (staff)
- 3). Organize committee to work for passage of measure (identified community members)
- 4). Appoint and assist Library Entrepreneurial Task Force

January 19, 1993

To: Board of County Commissioners
From: Bill Farver
Re: Planning Framework

Several people have talked about the need for planning, sometimes long term, sometimes short term, occasionally strategic. The feeling I get from those conversations is that the Board wants a framework within which to operate and concrete tasks to work on within that framework.

Commissioner Kelley is suggesting the following framework. After each item, I have indicated how your current direction may give you answers to the pieces of this planning puzzle.

I. Vision Statement

II. Mission Statement (Resolution 91-126) (Board can revisit this at the next retreat)

III. Strategy - how to accomplish the Vision and Mission

A. Inventory (Board will see through the program budget)

B. Cost analyze existing services (Board will begin to see through program budget. Will need to refine measurements to ensure this information will be there in future years)

C. Identify trends, political, social and cultural changes (Board can incorporate as part of Departmental Policy Development Plans)

D. Identify deficiencies, duplications, redundancies (Board can assign staff to review current state of intergovernmental cooperation and identify opportunities)

E. Identify and prioritize critical needs (Board should see this on a Departmental basis through the Policy Development Plans)

F. Identify opportunities and funding sources (Board should see in the Policy Development Plans and during the budget discussions)

G. Establish benchmarks, evaluation guidelines (Board will begin to see as part of program budgeting. May need some staff work to help make consistent. Will need new or reprioritized resources to implement within departments.)

After developing and following Policy Development Plans for a few months and going through the budget cycle, the Board should be in a good position to start doing some critical, long range thinking. By May or June, we could start thinking about making or ratifying decisions which will set the county priorities for the next few years.

0014F

January 13, 1993

To: Board of County Commissioners
Department Managers
Elected Officials
From: Bill Farver *Bill*
Re: Critical Issues/Workplans

Enclosed please find the lists of critical issues/opportunities submitted by the Department Managers and Elected Officials.

I have suggested the following schedule to review and approve workplans for each Liaison Commissioner.

1-20 Overview of Critical Issues Lists Submitted by Departments and Elected Officials and Discussion of Next Retreat - 1:30 p.m. - 3:30 p.m.

1-27 Development of Workplans for Non Departmental and Management Support - 9:30 a.m. - 11:30 a.m.

2-3 Development of Workplans for Public Safety 9:30 a.m. - 11:30 a.m. and Environmental Services 1:30 p.m. - 3:30 p.m.

2-10 Development of Workplans for Health and Library 9:30 - 11:30 a.m. and Social Services 1:30 p.m. - 3:30 p.m.

At the meeting on January 20th, the Board will review the lists submitted and agree upon the format for workplans. Here is one possible format for what a Workplan is.

1. Agreed upon list of 10 to 15 critical issues/opportunities facing the Department/County within the next year.
2. County goal for the issue
3. Steps needed to reach that goal
4. Board role in reaching that goal

After agreeing upon a format, each Liaison Commissioner will meet with the Department Manager/Elected Official and refine a proposed workplan based on the lists submitted. At the meetings on January 27, February 3, and February 10, the Board will discuss and approve workplans for each Liaison area. After approval of the workplans, the Board will have the opportunity to review the progress of each workplan at a monthly meeting.

These worksessions offer an opportunity to gain background on major issues in the Department in advance of the budget worksessions. Is the time allotted appropriate for that objective, or would you prefer to wait and get that background as part of the budget process?

I will also ask on January 20th to clarify the agenda and timing for the next Board retreat. At the conclusion of the December retreat, the Board agreed to the following:

NEXT RETREAT

1. Late January/early February
2. Use Dave, Hank, and Bill again to facilitate
3. Participants - Board of Commissioners
4. Content
 - a. Mission Statement (making it more specific and useful as a tool to determine how to narrow county focus)
Develop clarifying questions such as "Where do you put your resources?", "Where do you spend your time?" to help determine your organizational values.
 - b. Short Term Planning (review draft of proposal to begin planning process)

In view of the progress already made, I revised the material included in the December package and suggest the following:

SHORT TERM PLANNING

GOAL:

Development of a clearer, better understood county mission and a commitment to excellence. Have all Board members support the mission. Use the mission to guide budget decisions. Communicate mission and county excellence to citizens.

January

1. Board agrees to workplans for each liaison area based on critical issues/opportunities lists. Workplans are agreed upon a half day briefings/discussions on major policy issues in each Liaison area.
2. Board agrees to unified mission statement.

February

1. Board agrees to list of issues to negotiate with cities within Multnomah County concerning consolidation and efficiency of operation.

Late February - March - April

1. Budget discussions held in context of critical issues within each liaison.

May - August

1. One day retreats focusing on liaison/policy areas.

If the Board desires to meet the February goal of establishing a list of issues to negotiate with our other governmental partners in the region, I could pull together a small group of people to draft lists of possible issues for your consideration at a retreat.

In summary, I need guidance on the following:

1. Is the suggested workplan format acceptable?
2. Is the schedule for developing workplans acceptable?
3. Do you want to have a retreat in early February?
4. If you have a retreat, do you want to focus on discussions of mission statement and a planning process?
5. As part of the discussion of a planning process, do you want a list of issues to discuss with other governments in the region prepared in advance?
6. If you have a retreat, do you want time available to talk about how things are working - liaison assignments, budget involvement, funding strategies?

0007F



Multnomah County Sheriff's Office

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

BOB SKIPPER
SHERIFF

(503) 255-3600

MEMORANDUM

TO: BILL FARVER
Board Staff Coordinator

cc: Bob Skipper, Sheriff
Steve Tillinghast, Chief Deputy Services Branch
Randy Amundson, Chief Deputy Enforcement Branch
John Schweitzer, Chief Deputy Corrections Branch

FROM: LARRY AAB, *Larry Aab*
Fiscal Manager

DATE: January 8, 1993

SUBJECT: CRITICAL ISSUES INVOLVING THE SHERIFF'S OFFICE

On Wednesday, January 6, 1993, I met with the Sheriff and the Chief Deputies regarding issues they regarded as critical to the Sheriff's Office. Following is a list of those issues in no specific order:

1. **Change in Radio System** - Fiscal Year 1993 marks the beginning of a conversion by the Bureau of Emergency Communications to an 800 Megahertz system. The conversion will take place over the course of 2 - 5 years. This will eventually make our entire radio system obsolete. About two years ago the City of Portland obtained a favorable vote on a serial levy to do the replacement. Unfortunately Multnomah County and the East County Cities were not included or asked to participate in the levy.

The first phase of the conversion will begin in late calendar year 1993. This is a conversion to Mobile Digital Terminals (MDT's). MDT's are computer terminals in each car which sends and receives calls to and from officers on the road without voice dispatch. It also allows officers to perform status checks such as wanted checks and drivers license status without going through a dispatcher. The result of this will be the elimination of a dispatcher in BOEC which will compel us to use the MDT's. The purchase and training for these will be about \$500,000. I anticipate using third party financing for this cost.

The second phase of the conversion will be the 800 Mhz. Computer Assisted Dispatch system. This will be implemented in the next 2-5 years. Our plan is to use current radios as long as possible and replace them with 800 Mhz. on a phase in schedule. We will schedule a board briefing as soon as we have better information on cost and time tables.

Of a more immediate need is addressing the impending OSHA citation relevant to the current radio system. As you are aware we must find an alternative to the radio system when deputies are in blackout areas of the county. We believe that the use of cellular telephones may be a satisfactory solution. We will present this to the Board as the issue develops.

2. **Multi-Disciplinary Team (MDT) and other Multi Agency Task Forces** - The MDT is a multi-agency effort to investigate child abuse. Trends indicate that families of child abuse victims are often transitory. A multi-agency approach to investigation of this activity allows better coordination of investigation and a more efficient allocation of resources. The Sheriff's Office has been requested to participate with a Sergeant and 2 Deputies. This has been submitted as a contingency request for the January 19 board meeting.

Other agency task forces we would like to participate in include the FBI Warrants Task Force and the FBI Auto Theft Task Force.

3. **Court Services Staffing** - The staffing of this portion has reached unmanageable proportions. The addition of two new court rooms will further exacerbate the problem. We have requested an additional 6 Deputies as a contingency request for the January 19 board meeting. (See attached memo from Major Thacker to Sheriff Skipper)

An additional issue related to court services staffing is the growing increase in court services at the Donald E. Long Home. We currently have one deputy covering two court rooms. It is my understanding that two additional court rooms will be added in the new facility. Security will not be able to be maintained under the current staffing level.

4. **General Court House Security** - Companion to the issue above is a growing concern by the Multnomah County judges of the overall security of the court house facility. Each time an incident happens anywhere in the country which involves violence in a court house this issue seems to arise again. We have gotten estimates on securing the facility in a similar fashion to the Federal Courthouse but have made no recent analysis. Expect this to be a continuing issue.
5. **Jail Levy** - While currently being addressed in the most reasonable way, we would like to see the Jail Levy be transferred into a permanent funding structure. Other issues relating to the levy and jail space in general include phasing out the discretionary jail beds leased to the US Marshal so they may be used for local prisoners, participation with Community Corrections in a work release center, and increases in intensive supervision programs.
6. **DUII Project** - State funding for the DUII Project expired September 30, 1992. While no layoffs were made due to filling through attrition, the duties which were formerly very intensive are now folded into the Patrol function. DUII remains a high priority with the Sheriff's Office and will continue to receive our high attention.
7. **Consolidation** - One of the highest priorities of the Sheriff's Office is a consolidation of public safety functions in Multnomah County. With the inception of Public Safety 2000 and the Governor's Task Force on Services, the Sheriff has publicly supported a general consolidation of public safety functions in Multnomah County. You have received volumes of information regarding this issue so restating it in this paper will serve no useful purpose. However, an issue of immediate concern still need addressing. The Sheriff remains concerned about the lack of staffing in the recently annexed areas of East Portland. We continue to receive reports that East Precinct Districts are merely extended eastward into newly annexed areas and some districts extend for 62nd to the eastern city limits. This is not the level of service which was promised to these residents and created an unacceptable danger to this portion of the community.

I have encouraged Mayor Katz to immediately reexamine the patrol swap until this staffing issue can be resolved. This will provide a short term solution until consolidation issues can be examined and the complete justice system process evaluated.



Multnomah County Sheriff's Office

ROBERT G. SKIPPER
SHERIFF

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

(503) 255-3600

MEMORANDUM

TO: ROBERT SKIPPER, SHERIFF

VIA: JOHN SCHWEITZER, CHIEF DEPUTY

FROM: MAJOR JAMES THACKER *J. Thacker*

DATE: December 29, 1992

SUBJECT: REQUEST FOR ADDITIONAL DEPUTY SHERIFFS FOR COURT SERVICES UNIT

SUMMARY:

Request that six (6) additional deputies be assigned to Court Services Unit, Support Division, Corrections Branch as soon as possible to deal with the ever expanding workload and the opening of two new courtrooms.

DISCUSSION OF REQUEST:

We are forced to make this request at this time due to two factors which are having and will have a negative impact on the ability of the Court Services Unit to fulfill it's basic mission of escorting and guarding in-custody inmates to and from court.

The first factor is the opening of two new Circuit Court rooms on the sixth floor of the Courthouse sometime in January of 1993. It is our understanding that these court rooms will be assigned to the Chief Criminal Judge and the Senior Trial Judge. Not only will having two additional courtrooms to service severely strain an already over taxed unit, but with the location on the sixth floor we have no direct access to the floor from the jail elevator. On that floor the elevator access is located in the center of the District Attorneys office. This means that all prisoners appearing in the new court rooms will exit the elevator on the fifth floor and be walked up to the sixth. We will have to increase the escort by at least one deputy (ie if one deputy is normally required two have to be assigned to the escort, etc.).

The second factor is one of long standing in that the work load has

PAGE 2 MEMO TO SHERIFF SKIPPER

increased from 2,637 prisoners in 1984 to 11,899 in 1992, over 450% times while the personnel has been almost flat line. This workload problem is best pointed out by the fact that during a random 90 day period in 1992 there were 158 recorded instances where the Court Guards were unable to deliver an inmate to the calling court for periods of times of up to fifteen minutes or more. During this spot sample of 90 days the length of wait time ranged by date from none to a high of 16 on the ninth of September.

It is interesting to note that in one day in January 1992 the docket set a new high of 77 inmates. Then in October a new record high of 90 inmates was recorded, which is still the high to this point of time.

To deal with the combination of high workload and minimum staffing the Unit has been required to hire overtime deputies from the Enforcement Branch and too hire retired deputies. During the period from December 14, 1991 to December 11, 1992, 732.5 overtime hours were hired at an approximate cost of \$31,500.00 and during the same time retired deputies were hired 1,762.5 hours at an approximate cost of \$25,100.00. The combined total cost of these two actions was \$56,600.00. Even with the overtime and retired hiring we still were not able to have prisoner in court in a timely manner as discussed above.

REQUEST:

In light of the above information I am requesting the additional assignment of six (6) deputy sheriffs to the Court Services Unit as soon as possible. Four of the requested deputies are in response to the workload factor and two to deal with the new courtrooms.

CSFY93-4(2)



MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY CORRECTIONS
421 S.W. 5TH, SUITE 600
PORTLAND, OREGON 97204
(503) 248-3701
FAX (503) 248-3990

GLADYS McCOY
COUNTY CHAIR

MEMORANDUM

TO: Bill Farver
Board Staff Coordinator

FROM: Tamara Holden, Director *MTH / by clt*
Department of Community Corrections

SUBJECT: Critical Issues List

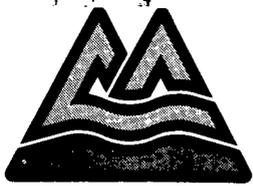
DATE: January 8, 1993

The following issues will present challenges and opportunities for our Department in the months ahead:

1. Implementation of both parole and probation revocation guidelines.
2. Development of additional intermediate sanctions, including a day reporting center.
3. Implementation of our new, federally funded literacy program.
4. Managing an increasing workload with decreasing resources. This is likely to remain a problem even if the Legislative Session approves new revenue and workload restructuring measures for community corrections.
5. Development of M.I.S., linked to state system, to assist our Department with:
 - management oversight
 - case management
 - needs assessment
 - outcome evaluation
6. Resolution of telephone system problems.

7. Providing services consistent with county-wide plans for integrating service delivery through service districts. This will require us to locate suitable facilities for district offices.
8. Cooperating with other law enforcement and social service agencies to develop neighborhood safety action teams.
9. Development of integrated supervision and treatment initiatives for target populations:
 - substance abusers
 - sex offenders
 - gangs
 - parole transition
 - mentally ill
 - domestic violence
 - female offenders

We appreciate your assistance as our Department works on these issues. Many of them are related. We will be involved in all of these areas simultaneously, monitoring internal and external environments to assure that we are making progress toward our objectives.



MULTNOMAH COUNTY OREGON



HEALTH DEPARTMENT
426 S.W. STARK STREET, 8TH FLOOR
PORTLAND, OREGON 97204-2394
(503) 248-3674
FAX (503) 248-3676
TDD (503) 248-3816

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

MULTNOMAH COUNTY HEALTH DEPARTMENT 1993 CRITICAL ISSUES

* MEDICAL AND DENTAL CARE FOR INDIGENT RESIDENTS

Multnomah County is the major provider of outpatient medical and dental care for indigent residents. However, available resources fall far short of meeting needs. A number of potential significant state and/or federal health care policy changes are on the horizon (e.g., Oregon Health Plan). Over the next couple of years, we need to review and chart Multnomah County's future role in medical care in the context of identifiable trends.

* HIV/AIDS

A continued priority for the County must be competent and aggressive efforts to stem the tide of the HIV/AIDS epidemic. State general fund reductions for this program are included in the Governor's base budget.

* REFUGEE HEALTH SERVICES

Multnomah County is responsible for public health screening and follow up for refugees, and is the sole provider of primary health care for refugees during first months of residency. These services are financed primarily by federal dollars funnelled via the state. Repetitive proposals occur to drastically reduce and/or eliminate these funds.

* SCHOOL BASED CLINICS

Multnomah County operates seven school based clinics in local high schools. The Board has, on several occasions, reiterated its goal of establishing school based clinics in all high schools and middle schools. This effort has been stalled by Measure 5.

An outstanding policy issue (which our BCC has previously endorsed) is our desire/need to dispense contraceptives on site. Hopefully, school administrative and school board support will permit this progress during 1993.

* EMERGENCY MEDICAL SERVICES

1993 is the year in which Multnomah County needs to successfully draw to closure decisions regarding our EMS system.

Health Department
1993 Critical Issues

* MEDICAL EXAMINER

The medical examiner system in Oregon has historically been funded by the State of Oregon and local governments. Most of the state general funds in this program are not included in the Governor's base budget for the 1993-95 biennium. If these funds are not restored, there will be pressure on Counties to increase financial support. Multnomah County needs to aggressively "counter" this proposal during the 1993 legislative session.

* FACILITIES

Progress needs to occur during 1993 to upgrade and improve selected County Health Center facilities dedicated to service delivery.

-The NE Walnut Park Building, which houses the NE Health Center will be purchased by the County per 12/92 Board action. Funds secured will permit modest renovation and improvements in client service areas.

-The Westside/JK Gill building will be fully occupied by the Health Department by summer, 1993. We need to develop strategies for financing badly needed improvements to the building. This would include developing clinical space on the main floor--which was formerly occupied by the JK Gill store, and is now vacant. Clinical services (TB, STD, HIV and Primary Care) provided at this westside site are on two floors which are very overcrowded, and thus less efficient than is possible. Further, the TB and HIV clinics are on the same floor--which is inconsistent with current medical concerns regarding ideal infection control.

-For several years, the County has been exploring options for expanding the North Portland Health Center located at Columbia Villa. Since this facility is property of the Housing Authority of Portland, the County has been unable to "borrow" funds for the project. Staff continue to search for feasible options to present to the Board. The current facility has been cramped for several years, and requires separation of client services which would preferably be co-housed and/or integrated (e.g., WIC; field services).

* TRANSLATION AND INTERPRETATION SERVICES

A growing percentage of Health Department clients are non-English speaking. During this past year, 25% of client visits were "interpreted." As we try to respond to client needs for interpreted interactions and translated written materials, it is clear that our systems and policies are not adequate to be simultaneously responsive and cost-effective. A priority for 1993 is to make substantive progress in this arena.

Health Department
1993 Critical Issues

* **CULTURAL DIVERSITY**

The diversity of the Health Department's client population is increasing. We have recognized the need for increasing the diversity and cultural competency of our staff and agency. This effort will require constant attention and priority in areas such as recruitment and training.



OFFICE MEMORANDUM . . . DEPARTMENT OF ENVIRONMENTAL SERVICES

TO: Bill Farver

January 8, 1993

Date

FROM: Betsy Williams *BHW*

SUBJECT: CRITICAL ISSUES AND OPPORTUNITES IN DES FOR 1993

Bill, having just gotten back from Mexico and seen your memo of December 23, I haven't had time yet to thoroughly think out those issues which will likely be of most import to this department in 1993. However, several come immediately to mind; and they are as follows:

- Transfer of Parks/Expo to METRO - still a goal of the County's?
- Unfunded liability /continuing deterioration of County facilities. Need for coordinated space planning for the County.
- Resolution of animal control issues with cities. Do we want to pursue a separate funding source for animal control, such as a pet food tax?
- A & T compliance with DOR requirements in face of Measure 5.
- Roads - is the County going to be in the business? If not, what course of action does County want to pursue? MOU model? Goldschmidt approach? Transfer to and contracting with two major cities? Regionalization? Something else?
- County's commitment to and role in preserving open spaces and natural areas in the metropolitan area - role of Land Use Planning/Parks.
- Continued commitment to workforce diversity in face of Measure 5 - in particular, getting women and minorities into non-traditional jobs and implementing ADA requirements.
- Implementation of Expo Center Master Plan, whether transferred to METRO or not.
- Central support services - to consolidate or not?
- If consolidation with and/or transfer of services to other jurisdictions is goal of the Board, I would be interested in developing jointly, with the other affected jurisdictions, general principles and guidelines to be applied to all such transfers; so that we don't have to renegotiate in every case

DES Critical Issues
Page Two

such matters as employee rights, liability issues, etc.

I have not had an opportunity to consult with the division managers yet to find out what other critical issues they are facing. I will be meeting with each of them over the next two weeks and will send you a supplemental list of issues after I become aware of them.

If you have any questions or concerns about the above, do not hesitate to contact me.

cc: Hank Miggins, Executive Assistant to the Chair
Gary Hansen, Liaison Commissioner
DES Division Managers



MEMORANDUM

TO: Bill Farver, BCC Staff Liaison
FROM: Ginnie Cooper, ^{Director} Director of Libraries
DATE: January 4, 1993
SUBJECT: Library Critical Issues

You asked that department managers develop a list of CRITICAL ISSUES AND OPPORTUNITIES facing our departments during 1993. What follows is my list. I've listed both particular challenges for this year and the on-going tasks of accomplishing the Library's mission. I've kept it brief, with issues and challenges listed broadly.

Please let me know if you, Commissioners, or others would like additional information.

GC:rg

attachment - CRITICAL ISSUES AND OPPORTUNITIES, MULTNOMAH COUNTY
LIBRARY

CRITICAL ISSUES AND OPPORTUNITIES
MULTNOMAH COUNTY LIBRARY
1993

Particular challenges anticipated this year include the following:

1. To work with the Board of County Commissioners, the Library Board, and other supporters to secure funding for library operations and for library capital needs, especially Central and Midland.
2. To continue library fund-raising activities including work with the Friends of the Library, the Library Foundation (soon to exist...), and direct mail campaign, as well as grant requests.
3. To review use of Multnomah County Library by others in the region. The MIX agreement which has provided for payment for this use will be reviewed by the Library Board and the Board of County Commissioners and may end.
4. To develop and implement the charging of fees for some library services in response to interest from County Commissioners and others and in light of the likely prospect of a decrease in funds available for library operations.
5. To maintain communication with staff and high staff morale during a year that will surely include uncertainty and may include budget and service reductions.
6. To work with County Chair and Commissioners, library staff, and others to provide the best possible library service with whatever level of resources is available.

On-going mission of the Library includes the following:

7. To select, maintain, and circulate a collection of books and other materials on a wide range of subject and presenting multiple points of view for a diverse community. Last year, about \$2 million was spent on books, and over 6 million items were check-out by library card holders.
8. To assist in the location of information needed by individuals of all ages, interests, educational levels and ethnic backgrounds. Last year, more than three-quarters of a million questions were asked by phone and in person. Questions were related to school work from first grade through graduate programs. Business-related questions were asked by job seekers, investors, and workers. Other questions included those from consumers, travelers, those with basic medical or legal questions.
9. Central Library. To serve as the resource and referral center for the wider library

system. To serve the other 18,000 people who visit the building each week. To continue architectural and other planning for the needed renovation and repair of Central Library.

10. Community Service (branch libraries). To provide popular reading materials and basic information, with a special emphasis on meeting the needs of children, at 14 branch libraries throughout the County. Libraries are diverse: Albina (under 2,000 square feet), Gresham Regional Library (the largest branch at 20,000 sq. ft.) and Midland Branch Library (over-crowded with long lines at 6,850 sq. ft.).

January 4, 1993

Multnomah County Aging Services Division
Priority Issues for 1993
January 5, 1992

1. **Maintain essential elements of the Aging Services system under fiscal constraints of Measure 5, i.e.:**
 - a single agency in Multnomah County combining all County, City of Portland, State and Federal funds to provide services to the elderly.
 - coordinated continuum of services from information and referral through to nursing home placement.
 - a case management system to assure client advocacy, timely interventions, placements and services appropriate to needs.
 - mix and match of County, City, State, Federal and private funds to assure services coordination, full use of available resources and efficient and effective government programs.
 - on-going positive partnerships with community providers to make the most efficient use of community resources for the elderly.
 - viable, meaningful citizen involvement through a partnership with the Portland/Multnomah Commission on Aging.
 - easy access to services through Senior Service Centers acting as district focal points in eight locations throughout the County.
 - regulation of 600 Adult Care Homes to assure availability of alternatives to nursing homes.
 - focus on the most vulnerable elderly through the Public Guardian Program and 24-hour, seven days per week Protective Services Response System.

The Multnomah County Aging Services system is not replicated anywhere else in the country. The key to success of the system is the ability to combine the State/Federal Medicaid Long Term Care system with community services. The ASD system maintains elderly people in their own homes or in adult foster homes using a wide range of community services and resources. Budget cuts hit community services first, thus forcing more people towards nursing home care as a last resort.

2. **Development of East County Senior Center.** This really refers to mid-county. For at least three years, Aging Services Division has worked with seniors, the PMCoA, community leaders, etc. to stimulate interest in programs for the elderly in mid and east county. The

interest is strong. The seniors have developed a small Senior Center in a building that co-houses ASD's Branch Office. PMCoA has a fund-raising task force that is targeting the Mid-County Senior Center development. The City of Portland Parks Bureau is supportive.

All who are involved recognize the fiscal constraints under Measure 5. However, this issue is gaining momentum and the community is looking to Aging Services Division and the County in general for leadership.

One possible option is to tie the development of a senior center to the building of a new branch library in Mid-County.

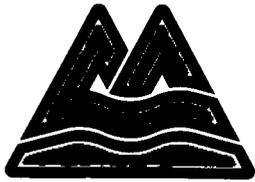
3. **Adult Care Home Licensing.** Under a County ordinance, ASD licenses all homes providing room, board and care to elderly and other populations living in homes not regulated by any other jurisdiction. State law requires similar regulation but is not as broad. The State allows Clackamas and Multnomah to regulate these homes under the County ordinances.

The State does not adequately fund the licensing function. The licensing function in Multnomah County would be woefully inadequate under the State. Multnomah County subsidizes the licensing function at ASD. Even then, the phenomenal growth in the adult care home industry in Multnomah County (600 homes were licensed in 1992) is stretching the resources of the program.

ASD is developing a proposal to increase licensing fees from the current \$20 per bed per year just to keep up with the workload. Other suggestions for the increased fees include:

- Charge the providers the full cost of the licensing and other regulatory functions. This could raise the per bed fee to \$200 per year which is prohibitive for the vast majority of providers.
- Charge full cost to providers not accepting Medicaid clients. Probably all providers would seek Medicaid contracts under this arrangement with some still not actually taking Medicaid clients.
- Charge sufficient to allow the County to reduce its subsidy to the program by the some amount.

This issue will be reviewed with the Adult Housing Advisory Committee in January, 1993. A recommendation will be forwarded to the Department of Social Services, possibly as part of the ASD budget plan for FY1993-94.



MULTNOMAH COUNTY OREGON

RECEIVED

DEC 10 1992

SOCIAL SERVICES ADM.
MULTNOMAH COUNTY

DEPARTMENT OF SOCIAL SERVICES
JUVENILE JUSTICE DIVISION
1401 N.E. 68TH
PORTLAND, OREGON 97213
(503) 248-3460

BOARD OF COUNTY COMMISSIONERS
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SHARRON KELLEY • DISTRICT 4 COMMISSIONER

MEMORANDUM

TO: Dr. Gary Nakao, Director
Department of Social Services

FROM:  Harold D. Ogburn, Director
Juvenile Justice Division

DATE: December 8, 1992

SUBJECT: MAJOR ISSUES FOR THE JUVENILE JUSTICE DIVISION

1. New building project - logistics, final plan.
2. Funding for anticipated new programs (60-day treatment) in detention and the kitchen in 1994-95.
3. Alternatives to detention - Annie E. Casey Foundation Initiative.
4. House Bill 3438 - Integration of parole and analysis of absorbing all functions relating to delinquents now performed by Children's Services Division.
5. Dependency cases - Children's Services Division versus County responsibility, too many cases for current staffing pattern.
6. Sex offenders - rapidly growing referral rate.
7. Youth gang phenomena - violence grows, funding is threatened. OJJDP funding was not as yet re-authorized.
8. Service to female youth - an under-served client group in need of resources.
9. Minority youth continues to be over represented in secure custody programs.

3115173.HDO

MENTAL HEALTH, YOUTH & FAMILY SERVICES DIVISION

ISSUES PAPER

ITEM: State Hospital Utilization (ADP)

ISSUE: The State MHDDSD has allocated state-wide and individual county bed utilization limits. County is responsible for maintaining these limits or buying additional services. This requires County leadership in planning a service system that assures control over bed use. Requirements are passed on to subcontractors and compliance must be assured through regular monitoring.

ITEM: MED Task Force Report

ISSUE: Continue the implementation of the recommendations made by the Task Force and endorsed by the Board of Commissioners. The transfer of ICP investigators will be complete by 1/1/93. Operationalization of this new County unit plus strategic planning for the entire adult mental health service system will be major activities for the year.

ITEM: Child & Adolescent Mental Health Advisory Council

ISSUE: The OCAMHS was formerly part of the MED Program. When it became a separate program in 1990, it shared the MEDAC. Program issues are significant enough to warrant special attention, so the program will engage in a process to create a separate advisory committee for children's mental health issues.

ITEM: Mental Health Services in Juvenile Justice Division

ISSUE: Many children involved in the juvenile justice system are in need of mental health services. A broad-based planning group will be convened to identify needs, plan services and clarify roles of MHYFSD and JJD. Target date for plan is 7/1/92.

ITEM: Performance Based Contracting (MED)

ISSUE: MED staff will be trained in the principles and application of performance based contracting. They will then develop contracts, outcomes and evaluation formats that include performance based criteria by July 1993.

ITEM: Medicaid Policy

ISSUE: Review existing Medicaid requirements and develop a consistent division-wide process for awarding Medicaid vendor numbers, including selection criteria.

ITEM: Video Poker Revenue

ISSUE: Administer planning activities to determine amount and type of services needed, conduct contractor selection process and implement services by July 1993.

ITEM: Alcohol & Drug Planning

ISSUE: Plan for enhanced response to alcohol/drug treatment needs of the Southeast Asian community; plan for dual diagnosis service needs with MED; complete community needs assessment survey.

ITEM: MIS Needs

ISSUE: Continue to identify division-side MIS issues/needs and plan for centralization of the LAN currently sited in the DD Program.

ITEM: Integrated Services Planning

ISSUE: Participate in Departmental planning efforts. Provide leadership in the East County Service District and staff to the other five districts.

ITEM: Cultural Diversity

ISSUE: Complete division-wide cultural diversity workplans and implement the activities identified.

ITEM: Measure 5

ISSUE: Plan for reductions, complete County budget, prepare reduction plan for State MHDDSD by 4/1/93.

ITEM: Caring Community

ISSUE: Participate in school cluster meetings and provide leadership in planning and coordination for mental health and social services in the schools.

ITEM: Oregon Health Plan

ISSUE: Advocate for adequate level of mental health services; assert County role in OHP implementation; provide leadership in planning County's managed care role under OHP.



MULTNOMAH COUNTY OREGON

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FAX # (503) 248-3332

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INTEROFFICE MEMO

To: Gary Nakao, Director DSS
From: Norm Monroe, Director HCSO *CM*
Subject: Response to Farver request for list of critical issues affecting HCSO in
Date: January 5, 1993
CC: HCSO Managers

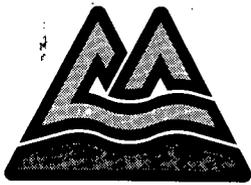
Pursuant to the Bill Farver memo of December 23rd following is a list of critical issues affecting HCSO in FY94. The response is organized by HCSO components.

Administration

1. Organizational Development issues:
 - Develop and market division mission and values statement to establish community identity as lead agency for planning and development in designated program areas
 - Stabilize the division management structure and implement internal assessment program in order to measure performance and effectiveness program units .
 - Develop and implement division-wide administrative policies and procedures in the areas of budget and finance; personnel; contracting, including monitoring and evaluation; management information system, planning and program development.

Community Action Program

1. Funding issues:
 - Improve funding coordination with other funders to address an anticipated shortfall of \$1.



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million in funding for community
action/emergency basic needs services

- Hispanic Access Services, identify at least \$200,000 in new public resources to expand access for low income Hispanics in the community action service system.

2. Planning issues:

- Develop a strategic plan for FY94-95 and beyond for community action service system which identifies goals, needs, populations, and services in an environment of diminishing resources.
- Implementation of Community Action Commission report "Improving Human Services for Low Income Hispanics in Multnomah County".
- Integrated Services, implement countywide integrated service delivery system, with focus on North Portland Service District and Roosevelt Integrated Services Project.
- Empowerment, enhance the ability of community action services to empower low income citizens through training of agency staff, development and training of leaders and involvement of low income citizens in planning for delivery of services.
- Community Action Commission, increase the effectiveness of the relationship between the Commission and the Board of County Commissioners.

Housing and Community Development Program

1. Funding issues:

- Funding coordination with local partners concerning affordable housing projects in the context of the CHAS.

2. Planning issues:

- Fair Housing, development of City-County fair housing program



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- Oversight of County Tax Foreclosed properties for the development of affordable housing
- 3. Development issues:
 - Special Needs Housing, identify housing development staff linked to support services for special needs populations.
 - Develop strategic approach to soliciting categorical grants including Stuart B. McKinney Transitional and Permanent Housing programs.

Program Planning, Development and Evaluation

1. Funding issues:

- Homeless Action Fund, inability to meet financial commitment impacting case management of families in the Homeless Family Program
- Better Homes Mother Mentor grant, decrease anticipated, a program evaluation of that initiative is required.

2. Planning issues:

- Lack of coordinated community wide plan re: homelessness among families.

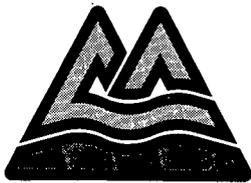
3. Development issues:

- Resource development, response to HUD Mega NOFA and other similar opportunities. Should there be a coordinated division and/or community response
- Strengthen the coordination with the State to ensure county participation on state led initiatives such as McKinney SAFAH funding.

Youth and Family Services:

1. Funding issues:

- Parent/Child Development Centers (PCDC), insufficient resources for each district Family Service Center to have a PCDC as part of its service capacity, presently there are two PCDC's.
- Diversion, additional resources will be required to strengthen the diversion (from formal



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juvenile court system) process and allow for direct diverts to centers from police and sheriff.

- Minority Youth Programs, program models which focus on Asian Hispanic, and Native American populations are needed due to the rate of involvement of those youth with the juvenile justice system. Additional resources will be needed to support them.
 - Teen Mothers and Their Children, staff is developing a more comprehensive and consistent model for serving teen moms. Additional resources will be needed if all young women are to be served.
 - Measure 5 budget reductions, unclear future on the impact of anticipated funding cutbacks on state and local agencies that serve children and youth in the county.
2. Planning issues:
- Role clarification re County lead agency for youth planning, improve the coordination with the city regarding funding of youth services



MULTNOMAH COUNTY OREGON

NAKAD, GARY

161/600

DEPARTMENT OF HUMAN SERVICES
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(503) 248-3782
FAX: (503) 248-3828

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WARREN KELLEY • DISTRICT 4 COMMISSIONER

December 24, 1992

Dear Employees of Multnomah County Department of Social Services,

As we begin a new year, I would like to share with you my visions for our Department of Social Services. With six months experience as your Department Director, I am only beginning to understand the richness and complexity of our services. This understanding you are giving me as I am slowly able to get out and visit consumers, staff, providers, and our service and advocacy community. What I bring is a firm belief in nine themes which will permeate my administration during our time together. These themes include:

1. Consumer satisfaction and consumer empowerment. We must be constantly diligent to ensure that the recipients of our services be the focus of our efforts. Services should be designed to build on strengths, empower individuals, and facilitate independence.

2. Service system effectiveness, efficiency, and accountability. We are the stewards of the public trust and public resources and must strive to reflect the highest standards of service possible. This comes from a clear mission, shared values, and a clear understanding and communication of the outcomes for all of our activities.

3. Best practice. No matter what position you hold in this organization, someone next door, within the county, within the state, within the nation, or within the world, is struggling with your challenges. There is a continually changing definition of what is "best practice" and we must be in the flow of information to obtain and share the best thinking in whatever you do.

4. Sound human resource management. The talents, expertise, commitment, and energy of all of you are the most important resource we have in meeting the mission of Social Services. As in the discussion on "Best Practice", there is a considerable body of knowledge on the most effective ways to manage our human resource. It is incumbent upon our administration to employ the best thinking.

5. Interagency and community relationships. The public expectation is for public agencies to cooperate, collaborate and coordinate their services to avoid duplication and unnecessary bureaucracy and to maximize services. Best practice would also say that good working relationships are the best way to do business. In this time of diminishing resources, cooperation is critical.

December 24, 1992

6. Funding stability and adequacy. Although this will be an area of serious challenge in the next several years, if we are successful in the other eight theme areas, we can maximize our opportunities for a fair share of the available resources.

7. Maximizing political support. As in funding stability, political support is a function of how well we are meeting the needs of individuals in an effective, efficient, and accountable way; and how successful we are in telling our story to the public.

8. Planning. All of our services should have a planning component which is driven by the needs and direct input of the recipients of services. Planning should be community based and result in real implementation plans.

9. Strengthen confidence with Governance and Advisory Functions. The relationship of our Department to the Board of County Commissioners and all of the Department/Division Advisory Boards and Commissions is key to effective performance by our Department.

From the themes above, there are some specific Departmental Initiatives which include:

1. Multnomah County Human Services Integration
 - Collaboration with County services
 - Collaboration with State agencies
 - Collaboration with community agencies and consumers
2. Comprehensive children and youth planning
 - Expanded role of Community Children and Youth Services Commission
 - Annie E. Casey Foundation Grant
 - Family Service Centers
 - Children and Youth Mental Health Advisory Committee
3. Consumer empowerment and participation in the planning and delivery of Social Services
 - System Design Process in Adult Mental Health
 - Consumer driven services
 - Consumer satisfaction surveys
 - Partner's Project
4. Program evaluation and outcomes for all services
 - Partner's Project model
 - Technical assistance for providers
 - Performance contracts

December 24, 1992

5. Diversity awareness and systematic elimination of discrimination.
6. Planning functions in each service area.
7. Performance management
 - Clear expectations
 - Agreed upon standards of performance
 - Supervisor as coach
 - Supervisory training
8. Best practice/Innovation
 - Affiliations with Universities/National Organizations
 - Grants (Annie E. Casey, Robert Wood Johnson, etc.)
 - Models of excellence - TQM, etc.

One of my New Year's Resolutions will be in getting out to visit more of you this coming year and discussing further the themes or initiatives. I do realize that there is a cloud of budget uncertainty which is a concern to all of us. We are anticipating a County shortfall as well as the State impacts of Measure Five. These will be unfolding in the next several months. Even amidst the challenges, however, is my firm belief in the role of local government as a critical part of protecting the rights and enhancing the lives of our citizens. I am proud to be a County employee and particularly proud to have you all as my colleagues.

Sincerely,



Gary Nakao, Ph.D.
Director
Department of Social Services



MICHAEL D. SCHRUNK, District Attorney for Multnomah County
600 County Courthouse • Portland, Oregon 97204 • (503) 248-3162

CRITICAL ISSUES

The District Attorney's Office has identified the following as major critical issues for 1993:

FAMILY JUSTICE

There are three areas of particular concern around family justice issues. These are:

- o Domestic Violence. In June, 1992, a deferred prosecution program was put in place. Eligible defendants, charged with crimes of domestic violence, can enter a six month treatment program and are supervised by Dept. of Community Corrections probation officers who specialize in these kinds of cases. The first successful graduates of the program are now completing treatment and their criminal charges are being dropped. Continuation of this aggressive prosecution, supervision and treatment project is important.

- o MDT. The Multidisciplinary Child Abuse Team (MDT), composed of prosecutors, child and health care professionals, law enforcement, and school personnel, meets regularly to review all reports of child abuse within Multnomah County. They develop case plans for each child victim and ensure that all involved individuals are aware of actions being taken on behalf of the child. In 1992, 4,996 cases of abuse or neglect involving 7,181 children were reviewed and acted on by MDT. An intergovernmental agreement for a multi-jurisdictional task force of law enforcement personnel to provide timely investigation of all cases of alleged child abuse was also put in place. Continued attention on coordinated investigations, prosecutions, and planning for abused and neglected children in this community is essential.

- o Juvenile Felony Crime. The increases in seriousness and levels of violence of crimes committed by juveniles are evident in the number of charges of assaults, sodomies, burglaries, murder, attempt murder and manslaughter. There are different issues involved in dealing with juvenile offenders and different options or combination of options that can address these issues. The issue of the juvenile facility itself, the detention of juveniles, the consideration of legislative changes regarding juvenile offenders involved in the most serious crimes, are some of the issues requiring attention in order to develop a comprehensive plan around juvenile offenders.

NEIGHBORHOOD DISTRICT ATTORNEY PROGRAM

The focus of this program is improving the "quality of life" within neighborhoods in Multnomah County. A prosecutor, located in a designated geographic area, works with neighborhood and business groups and community policing units to reduce "maintenance and order" crimes. Without any additional resources the prosecutor focuses on developing long term solutions to local public safety problems by consolidating and redirecting existing neighborhood assets. Three areas within Multnomah County are currently covered; the Lloyd Center/Holladay District, the King/St. John's neighborhoods and the Central Business District. Extending this resource to other areas is desirable.

PROPERTY/WHITE COLLAR CRIME

Property crimes such as auto theft, forgery, embezzlement, and small and large scale fraud require time consuming and labor intensive investigations and prosecutions. Because of the scope of violent crime in the community most of the office resources are dedicated to those offenses. This diminishes the ability to spend any kind of significant time on non-violent property offenses. The concern is that an inappropriate level of tolerance is being fostered by the lack of attention to the property/white collar crimes and that the lack of sanctions for property offenders will embolden others, worsening an already problematic situation.

CRIMINAL ENVIRONMENTAL ENFORCEMENT PROGRAM

The State of Oregon currently has no comprehensive state-wide criminal environmental enforcement program. The Department of Environmental Quality has been developing a criminal component to the State's environmental enforcement program since mid-1991. Oregon's criminal authority is currently limited to misdemeanors. State officials are of the opinion that some of these should be upgraded to felonies for a truly effective deterrent to environmental crimes. Though the criminal enforcement program is only in the conceptual stages at this time, the direction being pursued by DEQ would involve a coordinated effort among the DEQ, the Attorney General, the Oregon State Police, local District Attorneys and other local jurisdictions. This approach, consistent with that of other states throughout the nation, arises from the need to integrate expertise (technical and legal) and enforcement jurisdiction. District Attorneys have very few training and informational resources available for development and implementation of the criminal enforcement program and Multnomah County is no exception.

OFFICE SPACE PLANNING

With the imminent demolition of the office building which houses two circuit court trial units, Gangs and Career Criminal, the limited space available in the Courthouse and the need to be in a location with access to the trial courts, we are facing a severe roadblock to providing efficient and effective prosecution services. The space problems require immediate attention.



To: <i>Hank / Edina</i>	From: <i>Lillie Walker</i>
Co: <i>Chair's Office</i>	Co: <i>Purchasing</i>
Dept.	Phone # <i>3596</i>
Fax # <i>3308-2717</i>	Fax # <i>3252</i>

IREGON

GLADYS MCCOY
COUNTY CHAIR

EMPLOYEE SERVICES
FINANCE
LABOR RELATIONS
PLANNING & BUDGET
RISK MANAGEMENT

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(503) 248-3883
(503) 248-3797

(503) 248-5170 TDD

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PURCHASING, CONTRACTS
& CENTRAL STORES

(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

MEMORANDUM

TO: Hank Miggins, Executive Assistant
County Chair

FROM: *Lillie Walker* Lillie Walker, Manager
Purchasing, Contracts & Stores

DATE: January 11, 1993

RE: **Critical Policy Issues for BCC Review**

The following are policy issues that may require BCC review and approval:

1. Legislation to consolidate Tri-county purchasing agencies, options and alternatives for BCC consideration.
2. M/WBE/ESB Issues and possible program development.
3. Purchasing Ordinance - possible report of impact on Purchasing and user agencies. Breakdown of findings, i. e., familial/financial conflict of interest and favoritism (contracts without solicitation of competition).

I do not foresee any other policy issues for BCC review or approval.

If you need additional information, please let me know.

From: UR44834 --VMS1
To: UR44834 --VMS1 Gay A. Adams

Date and time 01/11/93 15:01:27

From: Gay Adams
Credit Review BB-9
(503) 275-5320
Subject: Toastmaster Board Meeting

I am calling a meeting for 1/21 at noon. Kendall, I know you are off that day so I will send you an E-Mail message to update you. Could you go through your material and provide me with a summary of what you have, and what your duties are? I will then cover that for you at the meeting. If there are any items you want brought up, please let me know this week. Sorry I couldn't work it out for this week.

An agenda will follow. I would like to meet in the Plaza cafeteria. I need to arrange to meet Sharon and Rod at the top of the escalator so I can sign you in. Let me know if you are unsure where that is.

See you there.

Gay



MULTNOMAH COUNTY OREGON

GLADYS MCCOY
COUNTY CHAIR

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2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

To: Hank Miggins, Executive Assistant

From: Dave Warren, Budget Manager *DCW*
Dave Boyer, Finance Manager *DJB*

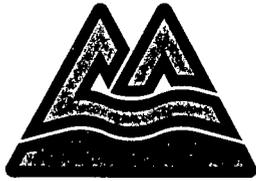
Date: January 11, 1993

Subject: Critical Issues

As requested, the following are the critical issues that Planning & Budget and Finance will need to address jointly:

1. Indirect Cost Allocation distribution.
2. Single Audit concept for non profit organizations OMB Circular A-133.
3. Assist in organizing Facilities Management functions as an Internal Service Fund.
4. Develop and implement Countywide Financial Policies.

The first two issues are self explanatory and relate to Grant funding. The other two, are issues that we have discussed in the past and recommendations to this effect will be included in the Financial Position Audit being prepared by the Auditors Office.



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2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

TO: Hank Miggins, Executive Assistant
FROM: Jean M. Miley, Risk Manager *Jean*
DATE: January 12, 1993
SUBJECT: Critical issues for the Board

There are a number of risk management areas where it is possible that the Board will need to make policy and/or budget decisions in the next eighteen months. The significance and cost of these issues is not clear at this time; as further information develops, the significance will be clearer. Like most things we get involved in, the impact of any of these problems will likely be felt in the departments most affected by the issues, not in Risk Management -- our role is generally to assist in the identification of the problem and the implementation of the solution.

1. Earthquake mitigation and response: Information continues to indicate that the Pacific Northwest is vulnerable to significant seismic activity. Land use and structural mitigation activities and appropriate levels of emergency preparedness will take time, increased knowledge and considerable interagency coordination. The Board will need to make policy decisions on how the County will address this issue, if for no other reason than to preserve our defense of discretionary immunity should claims be filed.

2. Sexual harassment: To date, the County has not undertaken a County-wide effort to train employees and supervisors in the subject of sexual harassment; there is no reason (or evidence) to support the belief that we will be immune from the kinds of litigation that other employers are reporting. A comprehensive approach to this problem will take time and money, although probably not inordinate amounts of either.

3. Whistleblower claims: We are beginning to see whistleblower claims from employees, particularly in discipline or termination situations. At this point, I would doubt that many, if any, County supervisors are informed about these laws or aware of how to prevent exposures to these claims. Developing and implementing

training in this area may require resources not presently available.

4. ADA implementation: As the federal and state disability discrimination laws become better known, we will likely have more applicants and clients requesting accommodation of disabilities. We may discover that we need more policy guidance and training of both employees and supervisors to respond to these requests appropriately and avoid unnecessary litigation.

5. Deferred maintenance and decreased staffing: In a resource constrained environment, it is tempting to delay capital replacement, defer maintenance on existing capital equipment and buildings, eliminate staff training, and decrease staffing without decreasing the size of programs. Each of these has its own set of liability implications, which can be hidden in the short run. In the long run, however, an organization that is underfunding and understaffing its programs can cause increased liability and workers' compensation claims and increased costs for insurance.



MULTNOMAH COUNTY OREGON

GLADYS MCCOY
COUNTY CHAIR

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2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

MEMORANDUM

TO: Hank Miggins, Executive Assistant

FROM: Curtis Smith, Employee Services Manager 

DATE: January 11, 1993

SUBJECT: Critical Budget & Policy Issues,
Employee Services Division

Personnel Program

1. Maintain Division staff in proportion to total County staff, since total County staff drives our workload.
2. Maintain adequate resources to recruit, select, and retain good employees for the County.

Training Program

1. Maintain adequate resources to provide all new and continuing mandated training, including: cultural diversity training, management training, and ethics.
2. Develop and provide equipment, facilities, and staff for mandated training and a reasonable amount of additional capacity to respond to new requests for service during the fiscal year.

County Word Processing Program

1. Obtain new printer and related upgrade capabilities, so that planned migration off the WANG system and onto more efficient Local Area Network (LAN) can continue.
2. Continue to recruit new customer work, so that clerical jobs are not done by high-priced technical and managerial staff.

Health/Benefits Program

1. Continue designing, recommending and implementing cost-effective modifications to the employee benefits programs, including medical, dental, life and disability insurance, employee assistance, employee referral, and tax-saving flexible spending accounts.
2. Respond to federal and state mandated changes in the above programs, including forthcoming health care reform.
3. In 1993, implement many benefit changes agreed to in union contracts signed during 1992.
4. Promote employee health programs designed to increase employee efficiency and reduce costs to the County, such as medical claims costs.
5. Train employees in mandated health-related topics, such as new employee orientation, HIV, bloodborne pathogens, and implementation of recently bargained drug and alcohol policy.

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MULTNOMAH COUNTY OREGON

Now
MULTNOMAH COUNTY CHAIR
1120 S.W. 5th, ROOM 1410
PORTLAND, OREGON 97204
1/13/93

GLADYS MCCOY
COUNTY CHAIR

EMPLOYEE SERVICES
FINANCE
LABOR RELATIONS
PLANNING & BUDGET
RISK MANAGEMENT

(503) 248-5015
(503) 248-3312
(503) 248-5135
(503) 248-3883
(503) 248-3797

(503) 248-5170 TDD

PORTLAND BUILDING
1120 S.W. FIFTH, 14TH FLOOR
P.O. BOX 14700
PORTLAND, OREGON 97214

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& CENTRAL STORES

(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR
PORTLAND, OREGON 97202

MEMORANDUM

TO: Hank Miggins, Executive Assistant
FROM: Kenneth Upton, Labor Relations Manager
DATE: January 11, 1993
SUBJECT: Critical Policy Issues



You asked for a listing of critical policy issues which would be appropriate for the Board's Wednesday work session process:

1. Short Answer

None.

2. Discussion

Critical issues in collective bargaining are typically driven by the bargaining process, expressions of interest by elected officials, or independent policy decisions, e.g., governance of the County Library, which have bargaining implications.

These discussions are almost exclusively handled by the executive session process. I am aware of no issues currently in the bargaining process or anticipated in the coming Fiscal Year which would be appropriate to the work session process.

2192L/KU/ljd

c: MSS Division Directors

File: MSS

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CRITICAL ISSUES:

Metropolitan Arts Commission, a Multnomah County/City of Portland consolidated agency.

January 14, 1993

1) Arts Plan implementation is in a critical and delicate phase:

a) The spirit of cooperation and momentum developed with elected officials, business and community leaders from around the region must be maintained. Negotiations towards a coherent and efficient regional support system continue, but full implementation will take at least 2 years. Multnomah County involvement and leadership is critical.

b) The arts community is still in severe financial distress, stemming from historically low support from the public and private sectors. "Life support" funding must be maintained during the difficult 2 year transition to regional funding.

c) Multnomah County's 20 year funding history must be maintained. It is a critical piece of overall support during this delicate transition and has helped to leverage Metro, Clackamas County and Washington County funding and political support as well as NEA and Oregon Arts Commission grants. If it drops out, these will be virtually impossible to maintain and three years of groundwork, momentum and investment will be lost.

2) Multnomah County's eventual funding and policy making role within the regional funding and coordination framework recommended by Arts Plan is not resolved. Will the funding be replaced? How will Multnomah County secure and protect its considerable investment made over the last 20 years?

Significant Accomplishments for MAC during this year

Collaborations with Social Service Agencies: MAC is now funding numerous programs which take the arts into social service agencies as a tool to address gang and drug abuse behavior, homelessness, teen pregnancy, school dropout, delinquency, illiteracy and learning disabilities. Involvement in the arts attracts student interest, builds self esteem, provides alternative learning styles, develops new skills and discipline and teaches respect for diversity. Rosemont School, Boys and Girls Aid Society, White Shield Home, Morrison Day Treatment Center, Janis Youth Program, Waverly Children's Home, Parry Center, the Private Industry Council's STEP program, YWCA Transition School, Self Enhancement, Inc., and the Urban League are among the many sites.

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Cultural Diversity: During the last few years the Metropolitan Arts Commission has developed one of the strongest policy statements and most diverse board, staff and committees of any major urban arts agency - or local government agency. This year, aggressive outreach fueled a dramatic increase in the percentage of project grants (31%) and technical assistance awards (41%) to minority arts organizations. Intensive work by MAC outreach staff with major cultural organizations in board development, audience outreach, and recruitment of multi-cultural artists and staff has resulted in substantial increases in multi-cultural representation. An "arts incubator" program to improve the management, fundraising and marketing capacity of emerging and multi-cultural organizations is being developed by MAC and Portland State University.

Public Art: "Pro and Con," the first film in the country commissioned through a percent for art program, provides a gritty, no non-sense look at the corrections system and will be used in Multnomah County diversion programs, schools and public television. A new artists' residency program for "youth at risk" is being developed in conjunction with construction of the County Juvenile Justice Center. Tri-Met, has committed to a major public art program for the Westside Light Rail, which integrates artists completely into the design team for the system. The Metropolitan Arts Commission will be working with governments, artists, arts councils and businesses throughout the region over the next 8 years to implement the project.

Arts in Education: The Commission now sponsors one of the most successful arts in education programs in the country, supported by the NEA, program fees and the private sector. Arts Plan laid the groundwork for a comprehensive, region-wide schools recognition and support program that will impact the lives of thousands of area school children. "Arts Plan 2000+ Schools" will initiate new partnerships, provide technical assistance and become a focal point for advocacy and parent involvement.

Arts Plan 2000+, was completed and significant progress has been made on 45 of 72 action recommendations. New leadership, regional cooperation and resources have already had impact on a cultural community that was in severe distress, without direction and lacking leadership. A full report will be made to the County Commission on February 10.

January 13, 1993

To: Board of County Commissioners
Department Managers
Elected Officials
From: Bill Farver
Re: Critical Issues/Workplans

Enclosed please find the lists of critical issues/opportunities submitted by the Department Managers and Elected Officials.

I have suggested the following schedule to review and approve workplans for each Liaison Commissioner.

1-20 Overview of Critical Issues Lists Submitted by Departments and Elected Officials and Discussion of Next Retreat - 1:30 p.m. - 3:30 p.m.

1-27 Development of Workplans for Non Departmental and Management Support - 9:30 a.m. - 11:30 a.m.

2-3 Development of Workplans for Public Safety 9:30 a.m. - 11:30 a.m. and Environmental Services 1:30 p.m. - 3:30 p.m.

2-10 Development of Workplans for Health and Library 9:30 - 11:30 a.m. and Social Services 1:30 p.m. - 3:30 p.m.

At the meeting on January 20th, the Board will review the lists submitted and agree upon the format for workplans. Here is one possible format for what a Workplan is.

1. Agreed upon list of 10 to 15 critical issues/opportunities facing the Department/County within the next year.
2. County goal for the issue
3. Steps needed to reach that goal
4. Board role in reaching that goal

After agreeing upon a format, each Liaison Commissioner will meet with the Department Manager/Elected Official and refine a proposed workplan based on the lists submitted. At the meetings on January 27, February 3, and February 10, the Board will discuss and approve workplans for each Liaison area. After approval of the workplans, the Board will have the opportunity to review the progress of each workplan at a monthly meeting.

These worksessions offer an opportunity to gain background on major issues in the Department in advance of the budget worksessions. Is the time allotted appropriate for that objective, or would you prefer to wait and get that background as part of the budget process?

I will also ask on January 20th to clarify the agenda and timing for the next Board retreat. At the conclusion of the December retreat, the Board agreed to the following:

NEXT RETREAT

1. Late January/early February
2. Use Dave, Hank, and Bill again to facilitate
3. Participants - Board of Commissioners
4. Content
 - a. Mission Statement (making it more specific and useful as a tool to determine how to narrow county focus)
Develop clarifying questions such as "Where do you put your resources?", "Where do you spend your time?" to help determine your organizational values.
 - b. Short Term Planning (review draft of proposal to begin planning process)

In view of the progress already made, I revised the material included in the December package and suggest the following:

SHORT TERM PLANNING

GOAL:

Development of a clearer, better understood county mission and a commitment to excellence. Have all Board members support the mission. Use the mission to guide budget decisions. Communicate mission and county excellence to citizens.

January

1. Board agrees to workplans for each liaison area based on critical issues/opportunities lists. Workplans are agreed upon a half day briefings/discussions on major policy issues in each Liaison area.
2. Board agrees to unified mission statement.

February

1. Board agrees to list of issues to negotiate with cities within Multnomah County concerning consolidation and efficiency of operation.

Late February - March - April

1. Budget discussions held in context of critical issues within each liaison.

May - August

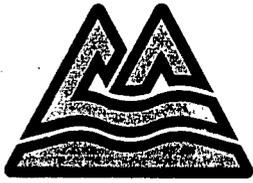
1. One day retreats focusing on liaison/policy areas.

If the Board desires to meet the February goal of establishing a list of issues to negotiate with our other governmental partners in the region, I could pull together a small group of people to draft lists of possible issues for your consideration at a retreat.

In summary, I need guidance on the following:

1. Is the suggested workplan format acceptable?
2. Is the schedule for developing workplans acceptable?
3. Do you want to have a retreat in early February?
4. If you have a retreat, do you want to focus on discussions of mission statement and a planning process?
5. As part of the discussion of a planning process, do you want a list of issues to discuss with other governments in the region prepared in advance?
6. If you have a retreat, do you want time available to talk about how things are working - liaison assignments, budget involvement, funding strategies?

0007F



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 S.W. FIFTH AVENUE
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<u>BOARD OF COUNTY COMMISSIONERS</u>		
GLADYS McGOY •	CHAIR	• 248-3308
DAN SALTZMAN •	DISTRICT 1	• 248-5220
GARY HANSEN •	DISTRICT 2	• 248-5219
TANYA COLLIER •	DISTRICT 3	• 248-5217
SHARRON KELLEY •	DISTRICT 4	• 248-5213
CLERK'S OFFICE •	248-3277	• 248-5222

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

January 18 - 22, 1993

Monday, January 18, 1993 - HOLIDAY - OFFICES CLOSED

Tuesday, January 19, 1993 - 9:30 AM - Board Briefing. . . .Page 2

Tuesday, January 19, 1993 - 10:30 AM - Work SessionPage 2

Tuesday, January 19, 1993 - 11:30 AM - Board BriefingPage 2

Tuesday, January 19, 1993 - 1:30 PM - Agenda ReviewPage 2

Wednesday, January 20, 1993 - 1:30 PM - Work Session. . . .Page 2

Thursday, January 21, 1993 - 9:30 AM - Regular Meeting. . . .Page 3

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

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

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

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

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

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

Tuesday, January 19, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

BOARD BRIEFING

B-1 Presentation of the County Financial Condition Report. Presented by Gary Blackmer. 9:30 TIME CERTAIN, 1 HOUR REQUESTED.

Tuesday, January 19, 1993 - 10:30 AM

Multnomah County Courthouse, Room 602

WORK SESSION

W-1 Discussion of Commissioner Liaison Assignments. Presented by Hank Miggins and Bill Farver. 30 MINUTES REQUESTED.

Tuesday, January 19, 1993 - 11:00 AM

Multnomah County Courthouse, Room 602

BOARD BRIEFING

B-2 Response to the Citizens Convention Recommendations. Presented by Hank Miggins and Bill Farver. 1 HOUR REQUESTED.

Tuesday, January 19, 1993 - 1:30 PM

Multnomah County Courthouse, Room 602

AGENDA REVIEW

B-3 Review of Agenda for Regular Meeting of January 21, 1993

Wednesday, January 20, 1993 - 1:30 PM

Multnomah County Courthouse, Room 602

WORK SESSION

W-2 Process for Developing Workplans by Department/Board Liaison and Development of the next Board Retreat Agenda. Presented by Bill Farver and Hank Miggins. 2 HOURS REQUESTED.

Thursday, January 21, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

DEPARTMENT OF HEALTH

- C-1 Ratification of an Intergovernmental Revenue Agreement - Amendment #3, Contract #200883, between Multnomah County Health Department and the Oregon Health Division increasing revenue by \$90,412 for the Childhood Lead Poisoning Prevention Program, for the Period July 1, 1992 through June 30, 1993
- C-2 Ratification of an Intergovernmental Agreement, Contract #201153, between Oregon Health Sciences University and Multnomah County Health Department to provide and additional \$3,368.74 to increase payment to the contractor to pay for the actual cost of services, for the Period February 1, 1993 through October 31, 1993

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-3 ORDER Correction of Legal Description Only in the Matter of Contract 15711 for the Sale of Certain Real Property to BRUCE J. ROTHMAN
- C-4 ORDER in the Matter of the Execution of Deed D930835 for Certain Tax Acquired Property to LYNCH WATER COOPERATIVE, INC.
- C-5 ORDER in the Matter of Contract 15716 for the Sale of Certain Real Property to BRUCE A. BROWN and SHOBHNA D. BROWN
- C-6 ORDER in the Matter of the Quitclaim of the Portion of Tax Lot 11, Section 14, T2N, R1W, WM, Multnomah County, Oregon Lying Below the Line of Ordinary High Water Fronting Said Tax Lot 11 to the State of Oregon

DEPARTMENT OF SOCIAL SERVICES

- C-7 RESOLUTION in the Matter of Authorizing Designees of the Mental Health Program Director to Direct a Peace Officer to Take an Allegedly Mentally Ill Person Into Custody

REGULAR AGENDA

DEPARTMENT OF SOCIAL SERVICES

- R-1 Ratification of a Memorandum of Agreement Among Multnomah County, State Department of Human Resources and Portland Public Schools to Establish a Pilot Integrated Service Center at Roosevelt High School

NON-DEPARTMENTAL

- R-2 RESOLUTION in the Matter of Mutual Agreements With the City of Portland For Share of Property Tax Receipts
- R-3 Ratification of an Intergovernmental Agreement, Contract #500333, between Multnomah County and Washington County for the Joint Operation of an Office in Salem During the 1993 Oregon Legislative Assembly, for the Period January 1, 1993 through June 30, 1993
- R-4 Amendment to ORDER 93-5 in the Matter of Establishing a Budget Procedure for Deleting Vacant Permanent Positions from the Budget During Fiscal Year 1992-1993
- R-5 Amendment to ORDER 93-6 in the Matter of Establishing a Cap on Spending for Fiscal Year 1992-1993
- R-6 Amendment to ORDER 93-8 in the Matter of Establishing a Procedure for Monitoring Supervisor to Employee Ratios
- R-7 RESOLUTION in the Matter of the Board of County Commissioners of the County of Multnomah Calling a Special Public Hearing for Members of the Public and Representatives of Local Units of Government (General Obligation Bonds for Library Renovation) 30 MINUTES REQUESTED

SECOND QUARTER CONTINGENCY REQUESTS

JUSTICE SERVICES

DISTRICT ATTORNEY

- R-8 Budget Modification DA #12 Requesting the Transfer of \$4,000 from General Fund Contingency to the District Attorney's Budget to Enable Law Enforcement Agencies to Access and Expend Revenue Generated from the Oregon Liquor Control Act

SHERIFF'S OFFICE

- R-9 Budget Modification MSCO #9 Requesting the Transfer of \$70,999 for General Fund Contingency to the Sheriff's Office Enforcement Budget to Pay for a Multidisciplinary Child Abuse Team
- R-10 Budget Modification MSCO #10 Requesting the Transfer of \$135,000 from General Fund Contingency to the Sheriff's Office Corrections Budget to Pay for Six Deputy Sheriff Positions to Work in Court Services
- R-11 Budget Modification MSCO #11 Requesting the Transfer of \$485,000 from General Fund Contingency to the Sheriff's Office Budget to Fund Items Insufficiently Funded when the Budget was Adopted

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-12 Budget Modification DES #11 Requesting the Transfer of \$30,000 from General Fund Contingency to Pay Rental Increase at Various County Facilities

NON-DEPARTMENTAL

R-13 Budget Modification NOND #18 Reducing Fringe and Insurance Benefit Appropriations and Adding \$1,068,392 to General Fund Contingency

R-14 Budget Modification NOND #19 Requesting the Transfer of \$1,073,216 from General Fund Contingency to Departmental Personal Services Budgets to Cover the 1992-93 Cost of Local 88 and Crafts Union Negotiated Wage Settlements

R-15 Budget Modification NOND #20 Requesting the Transfer of \$521,632 from General Fund Contingency to Departmental Personal Services Budget to Cover the 1992-93 Cost of Salary Increases from Exempt and Elected Employees

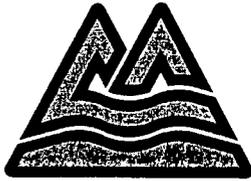
R-16 Budget Modification NOND #21 Requesting the Transfer of \$339,006 from General Fund Contingency to Cover the Deputy Sheriff's Wage Settlement

MANAGEMENT SUPPORT

R-17 Budget Modificaton NOND #23 Requesting the Transfer of \$225,000 from General Fund Contingency to Cover the Cost of an Automated Time and Attendance System

PUBLIC COMMENT

R-18 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
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PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS
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SHARRON KELLEY • DISTRICT 4 • 248-5213
CLERK'S OFFICE • 248-3277 • 248-5222

SUPPLEMENTAL AGENDA

Thursday, January 21, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

JUSTICE SERVICES

COMMUNITY CORRECTIONS

- R-19 Budget Modification DCC #16 Requesting Authorization to Delete Current Manager Positions and Add New District Manager Positions
- R-20 Budget Modification DCC #17 Requesting Authorization to Reclassify 9 Clerical Positions Effective 7/1/92
- R-21 Budget Modification DCC #18 Requesting Authorization to Increase Current Year Revenue for Transfer of Beginning Working Capital Based on FY 91-92 Balance
- R-22 Budget Modification DCC #19 Requesting Authorization to Add a New U.S. Department of Education Grant, Project Title: Functional Literacy for State and Local Prisoners Program

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