

ANNOTATED MINUTES

Tuesday, December 21, 1993 - 9:00 AM - 5:00 PM
Multnomah County Courthouse, Room 602

WORK SESSIONS

WS-1 *Program Measurements and Program Narrative for the Health Department.*

**BILLI ODEGAARD, JOANNE DeHOFF, JEANNE GOULD,
JAN SINCLAIR AND KAREN LAMB PRESENTATION AND
RESPONSE TO BOARD QUESTIONS. SESSION TO BE
CONTINUED NEXT WEEK.**

WS-2 *Program Measurements and Program Narrative for the Department of Environmental Services.*

**BETSY WILLIAMS, DAVE FLAGLER, JANICE DRUIAN,
MIKE ZOLLITICH, VICKI ERVIN AND LARRY NICHOLAS
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-3 *Program Measurements and Program Narrative for the Department of Environmental Services.*

**BETSY WILLIAMS, MIKE ZOLLITICH, TOM GUINEY, JIM
MUNZ, SCOTT PEMBLE AND WAYNE GEORGE
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-4 *Program Measurements and Program Narrative for the Auditor's Office.*

**GARY BLACKMER PRESENTATION AND RESPONSE TO
BOARD QUESTIONS.**

WS-5 *Program Measurements and Program Narrative for Management Support Services.*

SESSION TO BE CONDUCTED NEXT WEEK.

Wednesday, December 22, 1993 - 8:30 AM - 5:00 PM
Multnomah County Courthouse, Room 602

WORK SESSIONS

WS-6 *Program Measurements and Program Narrative for Juvenile Justice Division.*

**HAROLD OGBURN AND MEGANNE STEELE
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-7 *Program Measurements and Program Narrative for Aging Services Division.*

**JIM McCONNELL, KATHY GILLETTE, JUNE SCHUMANN,
HOLLY BURMAN AND STEVE BALOG PRESENTATION AND
RESPONSE TO BOARD QUESTIONS.**

WS-8 *Program Measurements and Program Narrative for Children and Families Services.*

**MURIEL GOLDMAN, DOUGLAS MONTGOMERY, RAY
ESPANA, CECILE PITTS, MARY LI, SUSAN CLARK AND
HOWARD KLINK PRESENTATION AND RESPONSE TO
BOARD QUESTIONS. SESSION TO BE CONTINUED NEXT
WEEK.**

WS-9 *Program Measurements and Program Narrative for the Multnomah County Sheriff's
Office.*

**JOHN SCHWEITZER, LARRY AAB AND DAVE WARREN
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-10 *Program Measurements and Program Narrative for the Department of Community
Corrections.*

**TAMARA HOLDEN, WILLIAM DRAPEE, SUSAN KAESER,
DAVE WARREN, WAYNE SALVO AND MEGANNE STEELE
PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

WS-11 *Overflow Program Measurements and Program Narrative for Various Departments
as Needed.*

*Thursday, December 23, 1993 - 9:30 AM
Multnomah County Courthouse, Room 602*

REGULAR MEETING

*Chair Beverly Stein convened the meeting at 9:34 a.m., with Vice-Chair Gary
Hansen, Commissioners Sharron Kelley, Tanya Collier and Dan Saltzman present.*

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER HANSEN, SECONDED
BY COMMISSIONER KELLEY, THE CONSENT CALENDAR
(ITEMS C-1 THROUGH C-11) WAS UNANIMOUSLY
APPROVED.**

SHERIFF'S OFFICE

C-1 *Package Store Liquor License Renewal Application Submitted by Sheriff's Office with
Recommendation for Approval, for the POWELL SUNSHINE MARKET, 13580 SE
POWELL, PORTLAND.*

- C-2 *Restaurant Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for the CHINA GATEWAY CO. INC., 11642 NE HALSEY, PORTLAND.*
- C-3 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for BOTTOMS UP!, 16900 NW ST. HELENS ROAD, PORTLAND.*
- C-4 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for DOTTY'S #004, 16353 SE DIVISION #116, PORTLAND.*
- C-5 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for SPRINGDALE TAVERN, 32302 EAST CROWN POINT HIGHWAY, CORBETT.*

CHILDREN AND FAMILIES SERVICES DIVISION

- C-6 *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 103354 Between the City of Portland and Multnomah County, Adding \$72,000 Emergency Shelter Grant Funds from the City in Order to Provide Emergency Shelter and Housing Services for Homeless People and Families, for the Period Upon Execution through June 30, 1994*
- C-7 *Ratification of Intergovernmental Agreement Contract 104334 Between Multnomah County and the City of Cascade Locks, Providing a Payment Mechanism to Reimburse the City for Home Energy Supplied to Households Eligible for Low Income Home Energy Assistance Program (LIEAP) Benefits, for the Period Upon Execution through June 30, 1995*
- C-8 *Ratification of Intergovernmental Agreement Contract 104344 Between Multnomah County and the Department of Veterans Affairs, Authorizing Home Energy Suppliers to Receive Low Income Home Energy Assistance Program (LIEAP) Payments for Energy Assistance Provided to Low Income Customers, for the Period Upon Execution through June 30, 1995*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-9 *ORDER in the Matter of the Execution of Deed D940973 Upon Complete Performance of a Contract to William J. Lambert and Jenny M. Lambert*

ORDER 93-391.

DEPARTMENT OF HEALTH

- C-10 *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 201403 Between Multnomah County and the City of Portland, Extending the Bloodborne Pathogen Program Services Contract Termination Date from December 31, 1993 to March 31, 1994*

- C-11 *Ratification of Amendment No. 2 to Intergovernmental Agreement Contract 201523 Between the Oregon Office of Medical Assistance Programs (OMAP) and Multnomah County, Extending the Contract from February 1, 1994 Until Implementation of the Oregon Basic Health Services Act (Senate Bill 27)*

REGULAR AGENDA

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-1 *PUBLIC HEARING and Consideration of an ORDER in the Matter of Offering to Surrender Jurisdiction to the City of Portland All County Roads within the Areas Annexed to the City of Portland Effective June 30, 1993*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-1. HEARING HELD, NO ONE WISHED TO TESTIFY. ORDER 93-392 UNANIMOUSLY APPROVED.

- R-2 *ORDER in the Matter of Cancellation of Property Taxes on Certain Properties in Multnomah County [Upon Petition of Portland Community Reinvestment Initiatives, Inc.]*

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-2. COMMISSIONER HANSEN EXPLANATION. ORDER 93-393 UNANIMOUSLY APPROVED.

- R-3 *RESOLUTION in the Matter of the Approval of the Second Amendment to County Land Sale Contract 15522*

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, RESOLUTION 93-394 WAS UNANIMOUSLY APPROVED.

- R-4 *Budget Modification DES #8 Requesting Authorization to Reclassify One Custodian Position to a Facilities Maintenance Worker Position within the Facilities and Property Management Division*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-4. BOB KIETA EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

DEPARTMENT OF HEALTH

- R-5 *Ratification of Intergovernmental Agreement Contract 201224 Between Multnomah County and Oregon Health Sciences University, to Provide Mainframe Computer Hardware Support for Department and to Maintain Operating and Additional Support Systems, for the Period Upon Execution through December 15, 1998*

UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, R-5 WAS UNANIMOUSLY APPROVED.

SHERIFF'S OFFICE

- R-6 *Ratification of Intergovernmental Agreement Contract 800544 Between the City of Portland and Multnomah County, Providing Sheriff's Office Access to the 800 MHZ, Simulcast and Trunking Radio System (Continued from December 16, 1993)*

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, R-6 WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF COMMUNITY CORRECTIONS

- R-7 *Budget Modification DCC #4 Requesting Authorization to Reduce Pass Through and Increase Personnel, Materials and Services, and Capital Equipment within the Mid-County District Budget*

COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-7. JOANNE FULLER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

- R-8 *RESOLUTION in the Matter of Multnomah County's Participation in a Cities/County Coordinating Committee (Continued from December 9 & 16, 1993)*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-8. CHAIR STEIN DISCUSSED PROPOSED RESOLUTION AS AMENDED BY HER OFFICE. KAY DURTSCHI TESTIMONY IN SUPPORT OF AMENDED RESOLUTION. ANGEL OLSEN TESTIMONY IN OPPOSITION TO RESOLUTION. CHAIR STEIN RESPONSE TO MS. OLSEN, ADVISING CIC CHAIR DERRY JACKSON SUPPORTS AMENDED RESOLUTION. ROBERT SMITH AND PAUL THALHOFER TESTIMONY IN OPPOSITION TO RESOLUTION. CHAIR STEIN EXPLANATION AND COMMENTS IN SUPPORT OF HER AMENDED RESOLUTION. BOARD COMMENTS. COMMISSIONER KELLEY DISCUSSED HER PROPOSED AMENDMENTS TO RESOLUTION. COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF AMENDMENT NO. 1. BOARD COMMENTS. AMENDMENT NO. 1 APPROVED WITH COMMISSIONERS KELLEY, HANSEN AND COLLIER VOTING AYE AND COMMISSIONERS SALTZMAN AND

STEIN VOTING NO. COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF AMENDMENT NO. 2. BOARD COMMENTS. AMENDMENT NO. 2 APPROVED WITH COMMISSIONERS KELLEY, HANSEN AND COLLIER VOTING AYE AND COMMISSIONERS SALTZMAN AND STEIN VOTING NO. COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF AMENDMENT NO. 3. BOARD COMMENTS. AMENDMENT NO. 3 UNANIMOUSLY APPROVED. UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER HANSEN, RESOLUTION 93-395, AS AMENDED, WAS UNANIMOUSLY APPROVED.

R-9 *RESOLUTION in the Matter of Establishing a Task Force on Delinquency Prevention*

COMMISSIONER HANSEN MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-9. BOARD COMMENTS. RESOLUTION 93-396 UNANIMOUSLY APPROVED.

PUBLIC CONTRACT REVIEW BOARD

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

R-10 *ORDER in the Matter of an Exemption to Contract with Mighty Clean to Provide Custodial Services for the Justice Center*

COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-10. MR. KIETA EXPLANATION AND RESPONSE TO BOARD QUESTIONS. ORDER 93-397 UNANIMOUSLY APPROVED.

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

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, CONSIDERATION OF THE FOLLOWING UNANIMOUS CONSENT ITEM WAS UNANIMOUSLY APPROVED.

JUVENILE JUSTICE DIVISION

UC-1 *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 102304 Between Multnomah County and the State of Oregon, Children's Services Division, Providing Funding for the Second Half of FY 93-94 for Services in the Assessment Intervention Transition Program, the Gang Resource and Intervention Team, and Community Based Programs for Gang Impacted Youth, for the Period Upon Execution through June 30, 1994*

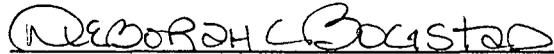
**COMMISSIONER KELLEY MOVED AND COMMISSIONER
SALTZMAN SECONDED, APPROVAL OF UC-1. MARIE
EIGHMEY EXPLANATION AND RESPONSE TO BOARD
QUESTIONS. AGREEMENT UNANIMOUSLY APPROVED.**

PUBLIC COMMENT

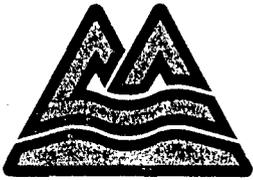
R-11 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to
Three Minutes Per Person.*

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

**OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON**



Deborah L. Bogstad



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 S.W. FIFTH AVENUE
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR	• 248-3308
DAN SALTZMAN •	DISTRICT 1	• 248-5220
GARY HANSEN •	DISTRICT 2	• 248-5219
TANYA COLLIER •	DISTRICT 3	• 248-5217
SHARRON KELLEY •	DISTRICT 4	• 248-5213
CLERK'S OFFICE •	248-3277	• 248-5222

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

DECEMBER 20, 1993 - DECEMBER 24, 1993

Tuesday, December 21, 1993 - 9:00 AM - 12:00 PM Work Sessions.Page 2

Tuesday, December 21, 1993 - 2:00 PM - 5:00 PM Work SessionsPage 2

Wednesday, December 22, 1993 - 8:30 AM - 12:00 PM Work Sessions.Page 2

Wednesday, December 22, 1993 - 1:15 PM - 3:30 PM Work SessionsPage 2

Wednesday, December 22, 1993 - 3:30 PM - 5:00 PM Work Session If Needed.Page 2

Thursday, December 23, 1993 - 9:30 AM - Regular MeetingPage 3

Friday, December 24, 1993 - HOLIDAY - OFFICES CLOSED.

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 Noon, Channel 21 for East Portland and East County subscribers*

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

Tuesday, December 21, 1993 - 9:00 AM - 5:00 PM

Multnomah County Courthouse, Room 602

WORK SESSIONS

- WS-1 Program Measurements and Program Narrative for the Health Department. 9:00 AM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-2 Program Measurements and Program Narrative for the Department of Environmental Services. 10:30 AM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-3 Program Measurements and Program Narrative for the Department of Environmental Services. 2:00 PM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-4 Program Measurements and Program Narrative for the Auditor's Office. 3:30 PM TIME CERTAIN, 20 MINUTES REQUESTED.
- WS-5 Program Measurements and Program Narrative for Management Support Services. 3:50 PM TIME CERTAIN, 1 HOUR, 10 MINUTES REQUESTED.
-

Wednesday, December 22, 1993 - 8:30 AM - 5:00 PM

Multnomah County Courthouse, Room 602

WORK SESSIONS

- WS-6 Program Measurements and Program Narrative for Juvenile Justice Division. 8:30 AM TIME CERTAIN, 1 HOUR REQUESTED.
- WS-7 Program Measurements and Program Narrative for Aging Services Division. 9:30 AM TIME CERTAIN, 1 HOUR REQUESTED.
- WS-8 Program Measurements and Program Narrative for Children and Families Services. 10:30 AM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-9 Program Measurements and Program Narrative for the Multnomah County Sheriff's Office. (Continued from December 15, 1993) 1:15 PM TIME CERTAIN, 45 MINUTES REQUESTED.
- WS-10 Program Measurements and Program Narrative for the Department of Community Corrections. 2:00 PM TIME CERTAIN, 1 1/2 HOURS REQUESTED.
- WS-11 Overflow Program Measurements and Program Narrative for Various Departments as Needed. 3:30 PM TIME CERTAIN, 1 1/2 HOURS IF REQUESTED.
-

Thursday, December 23, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

SHERIFF'S OFFICE

- C-1 *Package Store Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for the POWELL SUNSHINE MARKET, 13580 SE POWELL, PORTLAND.*
- C-2 *Restaurant Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for the CHINA GATEWAY CO. INC., 11642 NE HALSEY, PORTLAND.*
- C-3 *Retail Malt Beverage Liquor License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for BOTTOMS UP!, 16900 NW ST. HELENS ROAD, PORTLAND.*
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CHILDREN AND FAMILIES SERVICES DIVISION

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Energy Assistance Provided to Low Income Customers, for the Period Upon Execution through June 30, 1995

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-9 *ORDER in the Matter of the Execution of Deed D940973 Upon Complete Performance of a Contract to William J. Lambert and Jenny M. Lambert*

DEPARTMENT OF HEALTH

- C-10 *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 201403 Between Multnomah County and the City of Portland, Extending the Bloodborne Pathogen Program Services Contract Termination Date from December 31, 1993 to March 31, 1994*
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REGULAR AGENDA

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-1 *PUBLIC HEARING and Consideration of an ORDER in the Matter of Offering to Surrender Jurisdiction to the City of Portland All County Roads within the Areas Annexed to the City of Portland Effective June 30, 1993. 9:30 AM TIME CERTAIN REQUESTED.*
- R-2 *ORDER in the Matter of Cancellation of Property Taxes on Certain Properties in Multnomah County [Upon Petition of Portland Community Reinvestment Initiatives, Inc.]*
- R-3 *RESOLUTION in the Matter of the Approval of the Second Amendment to County Land Sale Contract 15522*
- R-4 *Budget Modification DES #8 Requesting Authorization to Reclassify One Custodian Position to a Facilities Maintenance Worker Position within the Facilities and Property Management Division*

DEPARTMENT OF HEALTH

- R-5 *Ratification of Intergovernmental Agreement Contract 201224 Between Multnomah County and Oregon Health Sciences University, to Provide Mainframe Computer Hardware Support for Department and to Maintain Operating and Additional Support Systems, for the Period Upon Execution through December 15, 1998*

SHERIFF'S OFFICE

- R-6 *Ratification of Intergovernmental Agreement Contract 800544 Between the City of Portland and Multnomah County, Providing Sheriff's Office Access to the 800 MHZ, Simulcast and Trunking Radio System (Continued from December 16, 1993)*

DEPARTMENT OF COMMUNITY CORRECTIONS

- R-7 *Budget Modification DCC #4 Requesting Authorization to Reduce Pass Through and Increase Personnel, Materials and Services, and Capital Equipment within the Mid-County District Budget*

NON-DEPARTMENTAL

- R-8 *RESOLUTION in the Matter of Multnomah County's Participation in a Cities/County Coordinating Committee (Continued from December 9 & 16, 1993)*
- R-9 *RESOLUTION in the Matter of Establishing a Task Force on Delinquency Prevention*

PUBLIC CONTRACT REVIEW BOARD

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

- R-10 *ORDER in the Matter of an Exemption to Contract with Mighty Clean to Provide Custodial Services for the Justice Center*
- (Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

PUBLIC COMMENT

- R-11 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

TANYA COLLIER
Multnomah County Commissioner
District 3



1120 SW Fifth St., Suite 1500
Portland, OR 97204
(503) 248-5217

M E M O R A N D U M

TO: Board Clerk
Chair, Beverly Stein
Commissioner Gary Hansen
Commissioner Sharron Kelley
Commissioner Dan Saltzman

FROM: Commissioner Tanya Collier

DATE: December 20, 1993

SUBJECT: Absence from a portion of the Work sessions on 12/21/93 and 12/22/93.

On Tuesday, December 21, 1993, will be leaving the Board room at 4:00. As a result I will miss the last part of the Program Narrative for Management Support Services.

On Wednesday, December 22, 1993, I have a prior commitment to attend a meeting from 9:30 to 11:00. I will miss the Program Narratives for Aging Services and the first part of Children and Family Services. Also on Wednesday, I have an appointment that I am unable to reschedule at 2:30 so I shall be leaving during the Community Corrections Program Narrative.

Thank you.

TC:sf

1993 DEC 20 PM 4:30
MULTNOMAH COUNTY
OREGON
BOARD OF
COUNTY COMMISSIONERS

GARY HANSEN
Multnomah County Commissioner
District 2



1120 S.W. Fifth Avenue, Suite 1500
Portland, Oregon 97204
(503) 248-5219

MEMORANDUM

TO: Board of County Commissioners
Clerk of the Board

FR: Gary Hansen

DATE: December 21, 1993

RE: Absent from Board Meeting

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1993 DEC 21 PM 2 15

Due to illness, I missed Board meeting today, Tuesday, December 21, 1993.

MEETING DATE: DEC 21 1993

AGENDA NO: WS-5

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Program Narrative and key results (performance measurements) for 1994-95 Budget

BOARD BRIEFING Date Requested: 12/21

Amount of Time Needed: 1 hour, 10 minutes

DEPARTMENT: Nondepartmental **DIVISION:** Planning & Budget

CONTACT: Dave Warren **TELEPHONE #:** 248 - 3822
BLDG/ROOM #: 160 / 1400

PERSON(S) MAKING PRESENTATION: see below

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

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

Work session with the Board on program measurements and program narrative for Management Support Services (including County Counsel, Emergency Management, and CIC). These work sessions were suggested by Commissioners at the November 30, 1993 retreat at Blue Lake.

Management Support Services (Division Mgrs) 1 hour, 120 minutes Tuesday 12/21 3:50 - 5:00

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER: _____

CLERK OF COUNTY COMMISSIONERS
MULTIOMAH COUNTY
OREGON
1993 DEC 14 PM 5:59

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

Accounting

Finance
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Number of audit adjustments	Avail/Dec.	- 0 -	- 0 -	- 0 -

3. Definition:

Audit adjustments are required adjustments to the financial records by the external auditors.

4. Source:

External Auditors

5. Demonstrates:

100% accuracy, all accounting transactions have been executed and properly recorded, financial reports conform to Generally Accepted Accounting Principles (GAAP), standards of the Government Finance Officers Association (GFOA), and the principles established by the Governmental Accounting Standards Board (GASB), including all effective pronouncements, good internal controls, policies and procedures are in place.

6. Baseline:

Number of Adjustments

FY 92-93	to be determined by 12/15/93
FY 91-92	1
FY 90-91	0
FY 89-90	0
FY 88-89	1

7. Potential:

Zero

BD 31

Accounting

Finance
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of satisfied customers.				
3. Definition:				
Customers, which include county departments, vendors, outside agencies and the public, are pleased with our effective response to their needs.				
4. Source: Customer survey.				
5. Demonstrates:				
100% effectiveness when there are no customer complaints. Payments to vendors have been prompt and accurate. Accounting transactions have been processed accurately and timely. Financial reports have been delivered on schedule to users and meet their needs.				
6. Baseline:				
First customer survey FY 93-94				
7. Potential:				
90% to 95% satisfied customers				

Accounting

Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Number of incidents of non-compliance with the Minimum Standards for Audits of Oregon Municipalities.	Avail/Dec.	Zero	Fewer than 5	Fewer than 5
3. Definition:				
County compliance with Oregon Revised Statutes 279, 287, 288, 294 and 295 for the minimum standards for Audits of Oregon Municipal Corporation.				
4. Source:				
Audit Comments and Disclosure Section in the Comprehensive Annual Financial Report.				
5. Demonstrates:				
Due diligence has been taken to avoid departmental spending that exceeds the adopted budgetary categories, and investing, contracting, and debt management practices meet ORS requirements.				
6. Baseline:				
Average for Fiscal Years 1990 through 1992 is 10 Audit Points. That is, 9 in 1990, 8 in 1991 and 14 in 1992.				
7. Potential:				
No noncompliance items.				

Treasury

Finance
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Return on Investments as a percent the Treasury Bill Rate	105 %	102 %	102 %	102 %

3. Definition:

Portfolio yield as compared to 90 day Treasury Bill Rate.

4. Source:

90 day Treasury Bill Rate as published in the Wall Street Journal.

5. Demonstrates:

Maximizing the rate of return on cash available for investment.

6. Baseline:

Portfolio yield is 102 % of the 90 Day Treasury Bill yield.

7. Potential:

Portfolio yield is 105 % of the 90 Day Treasury Bill yield.

Treasury

Finance
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Investment Grade Bond Rating	Aa1	Aaa	Aaa	Aaa

3. Definition:

Municipal bonds are rated by Moody's Investor's Service to aid investors as to the credit quality of the issuing entity. We provide the integral information on the County financial picture, local economic information, County management and other information at their request.

4. Source:

Moody's Credit Report on Multnomah County.

5. Demonstrates:

Sound financial planning and management. Seek to resolve any concerns Moody's may have that are in our control.

6. Baseline:

Investment Grade - Baa

7. Potential:

Investment Grade - Aaa

Payroll

Finance
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Number of manual paychecks as compared to total number of payments	0.7%	0.7%	0.7%	0.7%

3. Definition:

Manual checks are those that are required to be paid to the employee before the next regular payday, where accurate information was not available early enough to be included in the normal automated check run, therefore making it necessary to produce a manual check outside of the normal payroll cycle. Manual checks are also required for most terminations, retirements, and all worker's compensation supplemental payments. Of 112,384 payments produced in 1992-93, 865 were manual.

4. Source:

Detailed listings of the number of documents (normal checks, manual checks, and deposit advises) produced.

5. Demonstrates:

Efficient, accurate, timely flow of information between employees, supervisors, timekeepers, Employee Services and Payroll

6. Baseline:

Payroll should not have to produce more than 1.5% of all payments manually.

7. Potential:

The ideal would be 0 manual payments.

Payroll

Finance
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
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1. Key Result name:

Percent of satisfied customers.

3. Definition:

Customers, which include employees and outside agencies and the public, are pleased with our effective response to their needs.

4. Source:

Customer survey.

5. Demonstrates:

100% effectiveness when there are no customer complaints. Payments to vendors have been prompt and accurate. Accounting transactions have been processed accurately and timely. Financial reports have been delivered on schedule to users and meet their needs.

6. Baseline:

7. Potential:

BD 33

Payroll

Finance
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Dollar amount of penalties	\$6,470			

3. Definition:

Penalties are received from governing agencies when payments are not received on time.

4. Source:

The IRS, Social Security Administration, Federal Department of Labor, State Department of Revenue, State Bureau of Labor and Industries, and PERS may be issuers of penalties.

5. Demonstrates:

A lack of penalties would demonstrate efficiency of the payroll operation in producing timely payments and ensuring that all applicable laws are being followed accurately.

6. Baseline:

Penalties less than \$10,000 received in a fiscal year.

7. Potential:

The ideal would be \$0 penalties received in a fiscal year.

Purchasing

Purchasing
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Cost per dollar purchase	\$.0167	\$.0164	*\$.0159	** .0156

3. Definition:

The formula used to calculate the cost to purchase each dollar's worth of material, equipment and service is to divide the total operating budget for the Purchasing section by the total dollar transaction processed through this section.

4. Source:

Statistical data on the number and dollar value of Purchase Orders, Contract Release Orders, and Quotes were obtained from the Walker Automated Purchasing System. Information on Formal Bids, RFPs and Exemptions are from manual records maintained by Purchasing staff.

5. Demonstrates:

Increase consolidation of "monthlies" and county-wide purchases into "Requirements Contracts" for volume saving and cooperative purchasing with other governmental agencies have decreased the overall cost of County purchases, and increased convenience to County customers.

6. Baseline:

It is difficult to obtain comparative data from other jurisdictions due to centralized v. decentralized purchasing operations and the types of purchases required, i.e., schools, one time capital construction and organizational structure. During the 91/92 fiscal year the unit cost per purchase was \$.0268.

7. Potential:

We believe that our cost per purchase may continue to decrease due to increased cooperative purchasing efforts, staff training in value based purchasing, examining market trends for timing purchasing and reduction of duplicative requisition entry through the use of the new automated purchasing and inventory system.

* This figure is based on an estimated 5% increase in total dollar transactions over the 92/93 actual transaction amount.

** This figure is based on an operating budget increase of 3% over the 93/94 actual budget and an estimated 10% increase in total dollar transactions over the 92/93 actual transaction amount.

BD 37

Purchasing

Purchasing
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
% of purchases from MBE/WBE Contractors	2%	*4%	4%	6%

3. Definition:

The formula used to calculate is a percentage of the total dollar amount of purchases awarded to Minority and Women Business Enterprise. This includes contracts and subcontracts. This does not include professional human services contracts with minority community-based providers.

4. Source:

Statistical data from the Walker Automated Purchasing System and the Contract Information Systems (COINS), and manual records maintained by Purchasing staff.

5. Demonstrates:

Race and gender neutral outreach efforts, i.e., workshops on "How to Do Business with Multnomah County" and inclusion of M/WBEs in informal and formal bid solicitations and on evaluation panels has allowed the County to maintain M/WBE participation in its purchasing program.

6. Baseline:

The M/WBE Feasibility Study completed in December, 1992 showed a decrease in M/WBE participation from a high of 14.50% in 1987 to a low of 2% in 1991. Mattson v. Multnomah County struck down both small M/WBE set-asides and the goal participation program. The M/WBE participation in Multnomah County is comparable to all other programs in the City other than those that have federally mandated M/WBE/DBE goals.

7. Potential:

The City of Portland, Housing Authority of Portland, METRO and Multnomah County have or is in the process of an Intergovernmental Agreement to participate in a M/WBE Disparity Study. The County is also a participant in EEO Fair Contracting and Employment Incentives which will provide increase financial opportunity and increase the ability of M/WBEs to compete for public contracts.

* Estimate

BD 37

Purchasing

Purchasing
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent (%) Cost savings due to centralized Purchasing	*1%	*2%	*3%	*3%

2. Data:

The above savings are conservative estimates based upon historical data provided by Purchasing Buyers.

3. Definition:

Percent savings are based upon competitive bids and quotes for supplies and materials. Market surveys and cost savings calculated when purchases are consolidated show an average of 2% to 5% over the previous monthly prices. Discounts off list prices vary from a low of 8% to a high of 70%.

4. Source:

Manual records maintained by Purchasing staff, market surveys and comparison of discounts off list prices of current Requirements Contracts which are from a low of 8% to a high of 70% over wholesale prices. Intergovernmental Agreements with the States of Oregon, Washington and Alaska also provide savings of up to 20%, in addition to staff time.

5. Demonstrates:

Greater savings can be obtained by consolidating common items required by one or more County users. Expertise in sourcing by professional Buyers results in cost savings to the County.

6. Baseline:

One percent (1%) is the minimum savings. This is based upon manual records, reports from County customers, and discounts obtained. The exact discount amounts are not always known by Purchasing, because bills are paid by the Finance Division. The conversion to the AMS automated system will provide accurate amounts and percentages.

7. Potential:

The goal for cost savings in the coming fiscal year is conservative. We believe that at least 3% savings can be achieved due to increased "Joint Purchasing" with other governmental agencies. Recent legislation (SB 1130) allows intergovernmental purchasing between public agencies by statute which provides for efficiency and economy.

* Conservative estimate

BD 37

Purchasing

Purchasing
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of contracts routed through Purchasing within 5 business days	92%	N/A	95%	95%

2. Data:

The following information is the historical performance level based on past contract logs:

FY	CONTRACT ROUTED	EXCEEDING % ROUTED WITHIN 5 DAY	5 DAYS
92-93	1355	106	92%
91-92	1321	193	85%
90-91	1325	265	80%

3. Definition:

Timely Review & Approval of contracts through the contract approval process

4. Source:

Manual Contract Routing Log and the Automated Contract Information System (COINS) report.

5. Demonstrates:

Standardization of contract format makes for a more expeditious and consistent review and approval process. Establishment of County's Purchasing Advisory Committee.

6. Baseline:

80% is the minimum level of performance based on past history (Fy 90-91). The performance level has increased in each of the subsequent fiscal years.

7. Potential:

By utilizing the Purchasing Advisory Committee and the Purchasing Newsletter (Quotes & Notes), standardization is being achieved. Standard formats are probably the most relevant factor in the performance increase. With the scheduled Purchasing Seminar, an increase for Fy 93-94 should be realized.

BD 37

Purchasing/Surplus Property

Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of surplus property reused	*25%	*30%	*30%	*30%

2. Data:

The above percentages are estimates based upon historical data and computerized records maintained by Central Stores staff and sales reports from the City of Portland and State of Oregon.

3. Definition:

The calculation of the estimated percentages are based upon various manual records (Asset Transfer Forms, Sales Records and Request to Donate Surplus Forms) maintained by Purchasing. Dollar savings are not available and are difficult to calculate, however, this measure would have been preferable as it shows that reuse of the surplus property by County agencies and non-profit providers is the best use of the property.

4. Source:

Manual records maintained by Purchasing staff, City of Portland Payment Invoices and State of Oregon Payment Invoices.

5. Demonstrates:

Accountability for surplus and obsolete property. Although 75% of the obsolete surplus property is sold, property that is reused/redistributed to County agencies and non-profit providers of services to the County is the highest and best use.

6. Baseline:

The percentage split of disposal of surplus property is accurate based upon records listed above.

7. Potential:

Since reuse or redistribution of good used furnishings has the greatest potential savings for the County, Central Stores has began to issue a listing of surplus property to all County agencies. Non-profit providers are also being referred by County social service agencies for donation of surplus property. Assisting to furnish an office or other type of program, decreases start up costs for new programs.

* 95% accurate

Word Processing

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Customer Service average rating	N/A	N/A	4.0	4.0

3. Definition:

The annual survey will ask customers to rate, on a 5-point scale, their level of service satisfaction on the most recent work order received. The Key Result will be computed by adding all the scores and dividing that total by the number of respondents.

4. Source:

A survey is attached to each work order completed during the annual survey week. Customers are asked to respond.

5. Demonstrates:

Satisfaction with service provided by Word Processing.

6. Baseline:

First survey using the 5-point scale will be in 1993-94. (Earlier unquantifiable surveys have shown high customer satisfaction.)

7. Potential:

Potential is 5.0. Try to obtain the highest level of professionalism in service delivery and quality of work.

Word Processing

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1.				
Percent of rush orders completed within four hours	N/A	95%	95%	95%

3. Definition:

A "rush" is a work order so marked by the user on the Work Request Form. Our service standard is to complete each rush order within four hours. The percent of rushes completed within four hours will be computed annually during one survey month; the Log Sheet will be inspected to determine what percentage of rushes were completed within four hours.

4. Source:

All rushes are logged in and out of the Word Processing Log Sheet.

5. Demonstrates:

Efficiency of Word Processing to respond to users' emergency demands.

6. Baseline:

First computation of this statistic will occur during 1993-94.

7. Potential:

Achievement of the maximum possible performance of 100% would indicate perfect compliance with our four hour maximum turnaround time, and an extremely high level of emergency service to our users.

BD 41

Division Dir & Word Processing

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Document Count per FTE Word Processing Operator	2,314	2,333	2,333	2,333

3. Definition:

One document equals any one work order from a customer, either handwritten or electronic.

4. Source:

Each work order is logged in at Word Processing and included in our WP monthly and annual reports.

5. Demonstrates:

Degree of user avoidance of more costly word processing alternatives. An increase in volume will indicate increasing customer need and/or satisfaction. A decrease in volume will indicate decreasing customer need and/or satisfaction, and more reliance on additional clerical or high-paid user time. (Customers "vote" on us each time they decide to send or not send us a work order.)

6. Baseline:

Past years' document totals on the annual reports.

7. Potential:

Perhaps 2,400. Continue to keep document volume equal to or higher than previous years' totals. This will help prevent an increase in clerical positions and/or an increase in the amount of time high-paid users do their own word processing.

BD 41

Personnel

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Customer service average rating	N/A	N/A	N/A	3.5

3. Definition:

Manager/supervisor satisfaction rated on a 5-point scale in each service area in an annual survey.

4. Source:

Annual survey of manager/supervisor customers.

5. Demonstrates:

Satisfaction with service provided by Personnel Services.

6. Baseline:

Survey last taken in FY 86-87, at which time grand average score was 3.13.

7. Potential:

We need to strive for as high a customer satisfaction level as possible, consistent with legal requirements.

Personnel

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of eligible lists delivered in four weeks or less	61.6%	60.0%	60.0%	60.0%

3. Definition:

The time from request for eligible list to certification to hiring manager is tallied into four categories: Less than 1 week; 1-4 weeks; 4-8 weeks; and more than 8 weeks. The measure is the percent of total certifications delivered in the first two time categories.

4. Source:

Employee Services Division quarterly activity report.

5. Demonstrates:

Timely delivery of eligible lists to hiring managers.

6. Baseline:

1989-90: 60.0%
1990-91: 62.2%
1991-92: 65.4%
1992-93: 61.6%

7. Potential:

Our potential is 66%. The speed of delivery of eligible lists needs to be balanced against the need to meet technical requirements for open, job-related examination processes. The challenge will be maintaining historical delivery standards with increasing workload and decreasing resources.

Training

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Students' Evaluation of Cultural Diversity Courses	N/A	N/A	4.0	4.0

3. **Definition:**

At the end of each course, all students will fill out an evaluation form. Training Section will collect the form and compute a class average rating.

4. **Source:**

Each student's evaluation responses will be combined to obtain an average rating. Then a grand average for the total class will be computed, using each student's average rating.

5. **Demonstrates:**

Student satisfaction with the course content and instruction.

6. **Baseline:**

- A. Sample Managing the Changing Workforce class taken in 1993 yielded 3.91 average.
- B. Sample Cross Cultural Human Relations class taken in 1993 yielded 4.54 average.

7. **Potential:**

Maximum possible performance is 5.0 on a five point scale. Realistically, 4.25 is the potential for a grand mean average.

Training

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Students' Evaluation of Other Courses, Except Cultural Diversity	N/A	N/A	5.75	5.75

3. Definition:

At the end of each course, all students will fill out an evaluation form. Training Section will collect the form and compute a class average rating.

4. Source:

Each student's evaluation responses will be combined to obtain an average rating. Then a grand average for the total class will be computed, using each student's average rating.

5. Demonstrates:

Student satisfaction with the course content and instruction.

6. Baseline:

Student ratings of most recent class yielded these averages in 1993: Affirmative Action, 6.37; Communication Skills-Clerical, 6.91; Communication Skills--Managers, 6.46; Communication Skills-Professional, 6.69; Conducting the Employment Interview, 6.20; Dealing with Difficult People, 5.89; Managing the Troubled Employee, 5.89; Professional Telephone Techniques, 6.30; Proofreading and Editing, 6.85; Retirement, 6.07; Spanish, 5.60; Substandard Performance, 6.44; How to Expedite Your Purchase, 4.10.

7. Potential:

Maximum possible performance is 7.0 on a seven point scale. However, even with an outstanding instructor, it would be rare for all 20 or 30 students to award the maximum rating. Realistically, potential is 6.0 grand mean average.

Training

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Service Award Timeliness	N/A	N/A	97%	97%

3. Definition:

The calendar quarter following his/her employment anniversary date, each employee will be invited to receive a service award at a BCC meeting, if his/her anniversary is the 5th, 10th, 15th, 20th, 25th, 30th, 35th, or 40th anniversary. Service Award timeliness is computed by dividing number of employees invited by number of employees eligible for a Service Award.

4. Source:

Employee data base printout of anniversaries, and BCC agenda.

5. Demonstrates:

Training Section's efficiency in scheduling timely recognition and reinforcement for maintaining stability in our work force.

6. Baseline:

We will begin collecting data in 1993-94.

7. Potential:

Maximum performance of 100% would indicate percent scheduling by the Training Section.

BD 43

Health & Benefits

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Participation rate in health promotion programs	37%	40%	40%	40%

3. Definition:

Participation rate means number of employees who take classes, use employee health library, use subsidy (smoking cessation, for example), participate in health screening (blood pressure, for example), etc.; participation rate is calculated by dividing number of participants by total number of employees.

4. Source:

Number of participants comes from Health Promotion records and logs. Total number of FTE comes from Budget data.

5. Demonstrates:

Responsive to Oregon Benchmarks for adult health and federal worksite health objectives in Healthy People 2000.

Participation rate demonstrates program quality and employee need/interest, since program is voluntary and done on employee's own time and at their own expense (fees are charged for most classes).

Note: Cost effectiveness data (not included) is available from the research literature for similar programs and demonstrates a 1:3 cost benefit ratio, on average. Employee satisfaction and outcome data (not included) are available for specific program components.

6. Baseline:

Internal data (from FY 91-92) indicates a baseline participation rate of 37%.

7. Potential:

Industry data and research literature shows maximum participation of about 80% in the most comprehensive and well funded programs (42% to 79% is quoted most often); our program does not and will not have all the elements needed to achieve that participation rate but, extrapolating from that, our best judgement is a 50% maximum participation rate would be achievable at the current funding level.

Health & Benefits

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Customer service rating	N/A	N/A	3.5 av.	3.5 av.

3. Definition:

Satisfaction level with various indicators of customer service provided by section staff will be measured on a scale of 1-5. Measure will include indicators such as timeliness, responsiveness, accuracy, etc.

4. Source:

Annual written survey will be sent to all employees.

5. Demonstrates:

Results of survey will assess level of satisfaction with services and provide information to help section staff improve or modify service delivery. High levels of satisfaction will reinforce strengths in service delivery. Changes from year to year indicate increase or decrease in customer satisfaction.

6. Baseline:

Indicators showing 3.5 or higher average rating as determined would be acceptable (informed judgement). Aspects of customer service averaging lower ratings would be targeted for improvement.

7. Potential:

One desirable potential would be to receive ratings of 4 or better in each category of customer service. In subsequent years, a desirable potential would be to raise customer satisfaction average rating by .5 in areas targeted for attention or improvement.

Health & Benefits

Employee Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Cost as a percent of average government health plan cost	94.65%	N/A	94%	94%

3. Definition:

Annual total health plan cost (THPC) includes employee and employer cost for traditional indemnity (e.g., our self-insured plan), HMO's (e.g., Kaiser), as well as dental, prescription drug, and vision/hearing benefits. It includes all claims costs or premiums and claims administration costs for active and retired employees and their dependents. The average annual cost per employee is calculated by dividing the total health plan cost (THPC) by the number of active employees for Multnomah County. For 1994-95, this figure is projected to be 94% of the average government THPC.

4. Source:

The source of annual data for Multnomah County total health plan costs used in the measure is the annual Level 2 Organization Summary (LGFS) for Fund 400, Organization 7531. Employee count provided by Central Payroll. Data for other governmental employers is taken from the annual "Foster Higgins Health Care Benefits Survey," originally published in 1986.

5. Demonstrates:

The measure compares Multnomah County average annual total health plan costs per employee to that of other governmental employers. A related Oregon Benchmark is "Health Care Costs Relative to 1980 Costs."

6. Baseline:

While health care costs are expected to increase, Multnomah County should, at the minimum, maintain the same percent of average government total health plan cost per employee per year.

7. Potential:

The revised health plan designs being implemented by Multnomah County, (beginning in 1992), are expected to slow the rate of increase in total health plan costs per employee over time. If County claims experience is favorable and other government employers do not implement cost containment strategies, Multnomah County could conceivably reach 90 percent of annual government health care costs.

Labor Relations

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent change is represented employees from base of 1988 with staff of 3 professional FTE's	149%	153%	153%	N/A

3. Definition:

Percentage is of represented employees from base: current represented staffing year (1988).

*1935

4. Source:

Payroll data base for last payroll period of calendar year, e.g. December 1988 for FY 1988-89, or of last payroll period available.

5. Demonstrates:

This measure is a proxy of a workload measure based on represented employees relative to base staffing level.

6. Baseline:

As part of reorganization, Citizens Advisory Committee recommended three (3) professional staff in 1988. Year-end 1988, 1,935 represented employees. Staffing has remained constant since that year.

7. Potential:

Unknown.

*	Year-end	1988	1,935
		1989	2,101
		1990	2,625
		1991	2,807
		1992	2,876
	August	1993	2,968

Risk Management

Risk Management
Management Support

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				

Frequency of Workers' Compensation Claims per 100 FTE's 7.5*

* Estimate

3. Definition:

The frequency rate is calculated by dividing the number of Workers' Compensation claims filed during the year by the total hours worked by County employees. The total hours worked are normalized by dividing them by 200,000, an industry norm equal to 100 employees working 40 hours per week for 50 weeks of the year.

$$\frac{\text{Number of Claims Filed} \times 200,000}{\text{Actual Hours Worked}} = \text{frequency of workers' compensation claims}/100 \text{ FTE}$$

This normalized rate can be used to compare County claims frequency with other employers.

4. Source:

Claim data is available from Risk Management; hours worked data can be obtained from Payroll. Data on other employers can be acquired from the State Workers' Compensation Division.

5. Demonstrates:

Rate of Workers' Compensation claims per 100 FTE.

6. Baseline:

The minimum level of performance would be determined from prior years' experience and industry data.

7. Potential:

The theoretical potential for this performance level is zero. A realistic potential could be to have the County's frequency of claims be no more than the government rate for Oregon.

Risk Management

Risk Management
Management Support

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Number of work days lost annually per 100 FTE's	29.9			

* Data is by calendar year.

3. Definition:

The severity rate is calculated by totalling the days of time lost to Workers' Compensation claims. This total is then divided by the actual number of hours worked by County employees which is normalized by dividing by 200,000 (an amount equal to 100 employees working 40 hours per week for 50 weeks of the year).

$$\frac{\text{Days of Lost Time} \times 200,000}{\text{Actual Hours Worked}}$$

This normalized rate can be used to compare the severity of County Workers' Compensation Claims with other employers.

4. Source:

Claim data is available from OSHA 200 logs prepared by Risk Management; hours worked data is available from Payroll. Data on other employers is available from the State Workers' Compensation Division.

5. Demonstrates:

On average for 100 FTEs, how much time is lost from work as a result of work-related injuries.

6. Baseline:

The minimum level of performance would be determined from prior years' experience and industry data.

7. Potential:

The goal is to reduce the number of days lost as a result of work-related injuries. The theoretical potential is zero; however, a more realistic potential would be not to exceed the rate of other governments in Oregon.

Risk Management

Risk Management
Management Support

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Average cost of liability claims.	\$3,397			
3. Definition:				
The average cost of liability claims is calculated by dividing the total projected cost of liability claims (including claims paid, outstanding reserves, cost of investigation/adjuster services, and cost of defense) by the number of claims. This can be compared with other comparable jurisdictions in the State.				
4. Source:				
Data on the cost of claims paid, reserves, and investigation are available from Risk Management, as is the number of claims. The cost of defense is available from County Counsel. Data on other similar jurisdictions can be obtained from their Risk Management Programs.				
5. Demonstrates:				
How much each liability claim costs the County, on average.				
6. Baseline:				
The minimum level of performance would be determined from prior years' experience, unless changed circumstances (e.g., new law) significantly invalidated prior years' data.				
7. Potential:				
The goal would be to keep the average cost of claims within comparable jurisdictions' standards.				

Risk Management

Risk Management
Management Support

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of employees eligible for loss control training who receive it	N/A			
3. Definition:				
The rate is calculated by dividing the number of employees who have participated in loss control training by the number of employees for whom the training would be appropriate.				
4. Source:				
Data on employees participating in the training would have to be collected by those organizations providing the training (e.g., Risk Management, Employee Services, Affirmative Action, County Counsel); data on eligibility for training would be gathered from the personnel system, after defining eligible population in consultation with Employee Services and County departments.				
5. Demonstrates:				
How successful we are in providing appropriate loss control training to appropriate County employees.				
6. Baseline:				
We will use 1993-94 data as a baseline for future years. It is unlikely that industry data would be available.				
7. Potential:				
Ideally, we would provide 100% of the employees who need it with relevant loss control training. A more realistic goal might be 50%.				

Planning and Budget

Planning and Budget
Management Support Services

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Accuracy of Revenue Projection	+1.89%	±2.00%	±2.00%	±2.00%

3. Definition:

Year-end actual intake compared to Budget Office estimates of current-year General Fund revenues, presented to the Board in April based on year-to-date data through March.

4. Source:

Actuals from the LGFS report A270 published in September detailing the prior fiscal year. Projection from the spreadsheet presented to the Board in April.

$(\$153,981,890 \text{ (09/18/93 A270 for FY92-93)} / \$151,070,641 \text{ (April projection)}) - 100\% = +1.89\%$

5. Demonstrates:

Reliability of revenue estimates made by the Budget Office, tying to the role of the division in keeping policy makers informed about the financial status of the County.

6. Baseline:

By April, the Budget Office estimate of current-year General Fund revenue should be within 2% of final intake.

7. Potential:

Best possible accuracy will be 0% variance between April projection and final results. Accuracy is important in April because the difference between current-year revenue and current-year spending establishes the amount that can be carried forward into next-year's expected revenues as Beginning Working Capital (BWC), a large factor in the then in-process budget.

Planning and Budget

Planning and Budget
Management Support Services

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Accuracy of Spending Projections	-1.07%	+2.0%	+2.0%	+2.0%

3. Definition:

Budget Office estimates of current year General Fund and serial levy fund spending presented to the Board in April based on year to date data through March, compared to year end actual spending. Year end actual spending is adjusted by adding "committed carryover" and by subtracting accounting transactions such as charges or credits for changes in accrued vacation.

\$173,640,500 (year end LGFS plus carryover minus vacation accrual) \$175,504,384 (April projection) - 100% = -1.07%

4. Source:

Projection from the Projection Spreadsheet kept on the Budget Office file server
Actual Spending from September LGFS for prior fiscal year, minus spending in orgs 9999 (all depts), plus "Committed Carryover" from carryover and technical amendments passed at the time of budget adoption.

5. Demonstrates:

Reliability of estimate from Budget Office, tying to the role of the division in keeping policy makers informed about the financial status of the County.

6. Baseline:

By April the Budget Office estimates of spending should be accurate within 2% of the final spending.

7. Potential:

Best possible accuracy will be 0% variance between the April projection and the actual spending. The accuracy of the projection is important because the Beginning Balance included in the next fiscal year budget is based on the difference between current year spending and current year receipts.

BD 52

Affirmative Action

Management Support Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Minority employees as a percent of market availability	97.85%	98.57%	98.57%	100%

3. Definition:

Countywide attainment goals are arrived from a mathematical relationship between current number (percent) of employees, weighted availability, and the difference between the two, which becomes the targeted attainment goal.

4. Source:

Employment data from the Employee Services Division and weighted availability data from Biddle & Associates.

5. Demonstrates:

The County's intent to comply with Revised Order No. 4, Affirmative Action Guidelines, 41 CFR 60, issued by the Office of Federal Contract Compliance Programs; and County adopted ordinances on equal employment opportunity.

6. Baseline:

97.85% - The availability of minorities in the relevant labor market(s), versus the degree of deficiency in their representation in the County's workforce.

7. Potential:

100% - Achieving parity for minorities in Multnomah County's workforce based on both City/County labor market workforce availability percentiles.

Affirmative Action

Management Support Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Females in protected services category as a percent of market availability	96.4%	98.8%	98.8%	100%

3. Definition:

The threshold test for adverse impact for EEO compliance purposes is a comparison between workforce composition of protected class persons and their availability in the relevant labor market. Remedial efforts require correcting the differences between the two.

4. Source:

Data from Employee Services Division and weighted availability from Biddle & Associates, Inc.

5. Demonstrates:

The coordinated efforts on the part of the Affirmative Action Office, Sheriff's Office, Community Corrections, and the Employee Services Division in correcting the present utilization deficiency in the protected services job category for females.

6. Baseline:

96.4% - The availability of females in the relevant labor market(s), versus the degree of percent utilization deficiency in the protected services job category for females.

7. Potential:

100% - Achieving parity for females in the protective services job category based on labor market availability.

Affirmative Action

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Percent of Affirmative Action Plan implemented to date	10.0%	70.0%	70.0%	100.0%

3. Definition:

The threshold test for "good faith" compliance in moving toward the goal of equal employment opportunities by meeting specific tasks is established by Affirmative Action Guidelines, found in 41 CFR 60, as issued by the Office of Federal Contract Compliance Programs.

4. Source:

Multnomah County's Affirmative Action Plan 1993-96.

5. Demonstrates:

Good-faith "compliance" with Revised Order No. 4, Affirmative Action Guidelines, 41 CFR 60, issued by the Federal Contract Compliance Programs.

6. Baseline:

EEOC's guidelines identifying broad categories of circumstances under which voluntary action is appropriate, including 29 CFR § 1608.3 (a); 29 CFR § 1608.3 (b); 29 CFR § 1608.3 (c); and 41 CFR §§ 60-2.10 through 60-2.32, as found and expressed in the County's 1993-96 Affirmative Action Plan.

7. Potential:

Compliance with the intent of federal laws, including: Title VII of the Civil Rights Act of 1964 (Public Law 92-202) as amended; the Age Discrimination in Employment Act of 1967 (Public Law 92-202), as amended, the 1978 Uniform Guidelines on Employment Selection adopted by the Equal Employment Commission and the Department of Labor, contained in 29 CFR, Part 1607 and 41 CFR, Part 60-3; Executive Order 11246, as amended; Section 402 of the Veterans Era Readjustment Assistance Act of 1974 (Public Law 93-508; Equal Pay Act of 1963; Standard for Merit System in Personnel Act of 1970; the Americans with Disabilities Act (Public Law 101-336); and the Civil Rights Act of 1991 (Public Law 102-166).

ORS 243.305 -- Affirmative Action

Compliance with the public policy expressed in ORS 243.305, that all citizens have a right to employment without unlawful discrimination and that government shall be a leader in providing, through a program of affirmative action, fair and equal opportunities for employment and advancement.

County Counsel

Management Support Services
Nondepartmental

Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
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1. Key Result name:

Cost as a percent of cost of medium sized law firms

3. Definition:

Provide not less than a fixed number of hours of attorney's services at a cost not to exceed 80% of the hourly rate charged by medium size law firms in Portland.

4. Source:

Hours of service will be obtained from County Counsel records. Attorney fee rates will be determined by a rate survey.

5. Demonstrates:

Efficiency of County Counsel office by comparison of cost per hour paid by County to cost of contracting out this service.

6. Baseline:

Total County Counsel budget divided by the total hours of attorney's services for the year. County Counsel will determine productive attorney hours by extending records obtained during two thirty day periods during the year.

7. Potential:

Cost per hour can be reduced to some extent, but at some point the quality of services will be reduced.

County Counsel

Management Support Services
Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
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1. Key Result name:

Percent of requested legal training provided

3. Definition:

Provide not less than 25 hours of training on legal subject areas to County officials and employees.

4. Source:

Attorneys in County Counsel's office will present legal training on topics to be selected by a survey of risk management data and by departmental requests. Records of training given will be kept by County Counsel.

5. Demonstrates:

Efforts by County Counsel to reduce legal liability and costs of governmental operations, including prevention of claims against the County.

6. Baseline:

Hours of training given. Records will be kept to determine the number of attorney and staff hours expended for each hour of training given.

7. Potential:

Potential is unknown until evaluation of the demand for training.

County Counsel

Management Support Services
Nondepartmental

Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
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1. Key Result name:

Percent of Oregon State Bar required training received by staff

3. Definition:

Ensure professional excellence in legal skill and expertise through training of attorneys in County Counsel's office. Each attorney shall attend not less than 15 hours of legal education each year on appropriate topics.

4. Source:

County Counsel will keep records of training received by each attorney.

6. Baseline:

Education must be approved by the Oregon State Bar.

7. Potential:

Emergency Management
Nondepartmental

Emergency Management Program

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Planning Guidelines Completed per year	1	6	6	12

3. Definition:

Planning Guidelines are the chapters contained in the Emergency Management and Operations Plans for Multnomah, Troutdale, Wood Village, Fairview and Port of Portland.

4. Source:

Emergency Management and Operations for Multnomah County, Troutdale, Fairview, Wood Village and Port of Portland. Data is gathered and reported to Oregon Emergency Management as required by the Annual Comprehensive Cooperative Agreement which is required by the Federal Emergency Management Assistance Fund Program.

Federal Civil Preparedness Guides 1-3, 1-5, 1-6, 1-8, 1-8a, 1-10, 1-20, 1-34, 1-35, and 1-35a.

5. Demonstrates:

Due to the lack of major emergencies in the County, it is difficult to measure the effectiveness of the program. Developing and updating guidelines for the Emergency Management and Preparedness plans is more an indicator of preparedness. The key results data shows the effectiveness of increased staffing approved by FY 93-94 and the creation of an Emergency Management Advisory Committee in the County. The key result also parallels Oregon Benchmarks #46, percentage of Oregonians living within any local government structure, and #47, percentage of Oregonians living within jurisdictions with the capability to respond to a disaster, coordinate multi-jurisdictional resources, and assist communities to recover fully from the effects. It also relates to the City/County Benchmark, percentage of citizens who believe they are prepared to respond to an area-wide emergency.

6. Baseline:

Oregon Emergency Management requires each guideline in each plan to be reviewed once every four years. Each plan contains approximately 25-30 guidelines, depending upon the jurisdiction, therefore, seven guidelines should be done per year per plan.

7. Potential:

If the Board made Emergency Management Planning a priority program and instructed departments to fully participate in the County planning activities, we could develop and complete seven guidelines per year until we were in a maintenance mode and then could update at least 12 guidelines per year using existing staff. If the staff was increased, the development of planning twelve guidelines could be completed and increased by seven guidelines per year per FTE. Once the guidelines were in a maintenance mode, the office could begin assisting outside agencies in their required planning, i.e., schools, nursing homes, hospitals, business and industry, etc.

Emergency Management Program

Emergency Management

Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Number of Personnel Trained in the Intro to Incident Command System to date	127	215	215	300

3. Definition:

Incident Command System is a management tool, that has been adopted by the metro area, used to manage emergencies on the scene of an incident and in the Emergency Center.

Personnel is defined as any employee from any jurisdiction within Multnomah County including cities, except Portland and Gresham, and special districts.

4. Source:

Class rosters and a master list contained in the Office of Emergency Management

5. Demonstrates:

Data reflects the number of key personnel who have attended ICS Training and the total increased number projected for the next two years. The 1994-95 figures is estimated to be 100% attendance for this class other than refresher and turnover of staff. The next step will be the attendance of specialty classes for specific personnel in each department/jurisdiction. This key result parallels Oregon Benchmark #47, percentage of Oregonians living within jurisdictions with the capability to respond to a disaster, coordinate multi-jurisdictional resources, and assist communities to recover fully from the effects. It also relates to the City/County Benchmark, percentage of citizens who believe they are prepared to respond to an area-wide emergency. Incident Command System (ICS) training is necessary to implement the guidelines in the Emergency Management and Operations plan. ICS training teaches pre-identified roles and responsibilities which will help personnel know what to do since we do not have a lot of emergencies to draw from experience. The training is the second step in the planning process, planning, training and exercises, leading us to a state of preparedness.

6. Baseline:

Using the two largest County departments as a guideline i.e., DES and MCSO, each has 45 people who have been designated for training. Ninety-five (95%) of those individuals have attended the two-day Intro to ICS class. All other Departments or agencies have anywhere from 1% to 50% of their designated employees through the ICS class. Within the last year, Multnomah County has every jurisdiction within its boundaries attending ICS training.

7. Potential:

The highest potential number of trained personnel per year is 30 people per class and one class per quarter with current staff and instructors. At the current rate of students, we should be able to cut back the number of Intro courses in FY95-96 and begin to offer more specialized ICS classes. All personnel should be able to complete all ICS classes by FY96-97. Therefore, we will only need to offer refresher training and an occasional class for personnel turnover.

BD 56

Emergency Management

Nondepartmental

	Actual 1992-93	Adopted 1993-94	Estimated 1993-94	Projected 1994-95
1. Key Result name:				
Number of Exercises or Actual Emergencies				
Functional	1	1	1	
Full-Scale	N/A	N/A	N/A	
Actual Emergencies	2			

3. Definition:

There are two required kinds of exercises.

1. **Functional exercise**-tests and/or evaluates the capability of a jurisdiction to respond to a simulated emergency using several guidelines of the emergency plan. The exercise is conducted in real time over a period of 3-6 hours in the Emergency Center, simulating field response and/or recovery activities.
2. **Full-scale exercise**-tests the guidelines of the emergency plan same as the functional exercise, however it adds a field response to the exercise. This exercise is high stress, based on real time and should last at least 4-8 hours and involve all levels of personnel in the Emergency Center and involve all emergency service and response providers.
3. Under Federal Guidance an actual emergency can count as a functional or full scale exercise.

4. Source:

The Federal Civil Preparedness Guide (CPG) 1-3, the Comprehensive Cooperative Agreement Guidelines, Chapter 13, State and Local Exercise Requirements (SLE) and the current fiscal year CCA program guidance. FEMA training program Exercise Design and Evaluation. Other County stats.

5. Demonstrates:

Exercises is the third step in the planning process and to a state of preparedness. The data reflects the number federally required exercises per year. This result relates to Oregon Benchmark #46 and #47.

6. Baseline:

Federal CCA Program Guidance requires for every four year cycle--one (1) functional/yr for three years and one (1) full-scale the fourth year. According to Federal Guidance,

	Preparation time	Budgetary assistance	Dept Participation
Functional exercises	three months	\$3000.00*	Medium
Full-scale exercises	three months	\$8000.00*	Large

*Does not include any personnel time which can range from \$4000.00-\$20,000 per exercise.

7. Potential:

There are 19 hazard specific emergency guidelines in the County's Emergency plan. With the current staffing level, we would be able to complete one functional exercise for fiscal years 93-94, 94-95, 95-96, and 97-98, and one full-scale exercise for FY96-97. Once the County's Emergency plan guidelines are completed, which is projected for FY97-98, we should be able to do three functional exercise per year beginning FY98-99 with a full-scale replacing one functional exercise every two years. A test of every hazard specific guideline would be completed by FY2003-04.