

# **ANNOTATED MINUTES**

Tuesday, May 30, 1995 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## **BOARD BRIEFING**

B-1 1995-1996 Community Action Plan. Presented by Rey España.

### ***PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION.***

---

Tuesday, May 30, 1995 - 10:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## **BUDGET SESSION**

WS-1 Community and Family Services Division Budget Overview, Highlights and Action Plans. CFSD Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1995-96 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

### ***PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION.***

---

Wednesday, May 31, 1995 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## **BUDGET SESSION**

WS-2 Non-Departmental (Commissioners, Auditor, Management Support Services, Non-County Organizations) Budget Overview, Highlights and Action Plans. NOND Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1995-96 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

**PRESENTATION AND RESPONSE TO BOARD  
QUESTIONS AND DISCUSSION.**

---

Wednesday, May 31, 1995  
(IMMEDIATELY FOLLOWING BUDGET SESSION)  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**BOARD BRIEFING**

B-2 CareOregon Update. Presented by Barry Crook and Kathy Innes.

**PRESENTATION AND RESPONSE TO BOARD  
QUESTIONS AND DISCUSSION.**

---

Thursday, June 1, 1995 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**REGULAR MEETING**

*Chair Beverly Stein convened the meeting at 9:35 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Tanya Collier and Dan Saltzman present.*

**CONSENT CALENDAR**

**UPON MOTION OF COMMISSIONER KELLEY,  
SECONDED BY COMMISSIONER HANSEN, THE  
CONSENT CALENDAR (ITEMS C-1 THROUGH C-5) WAS  
UNANIMOUSLY APPROVED.**

**NON-DEPARTMENTAL**

C-1 In the Matter of the Reappointments of James D. Pitton, Assessor Recommendation Position; and James M. Fuji, County Recommendation Position to the Agricultural Review Board for Two-Year Terms Ending 5/30/97

- C-2 In the Matter of the Appointment of Anita Ball to County Position #2 on the Metropolitan Human Rights Commission, Term Ending 9/30/96

### **SHERIFF'S OFFICE**

- C-3 Ratification of Intergovernmental Agreement, Contract #800216, between the Housing Authority of Portland (HAP) and Multnomah County Sheriff's Office to Provide a Supervised Inmate Work Crew to Perform General Labor, for the Period June 1, 1995 through June 30, 1995

### **COMMUNITY AND FAMILY SERVICES DIVISION**

- C-4 Ratification of Intergovernmental Revenue Agreement, Contract #101256, between Multnomah County and the State of Oregon, Housing and Community Services Department to Fund Community and Family Services Division for Community Action Anti-Poverty Services, for the Period July 1, 1995 through June 30, 1997
- C-5 Ratification of Amendment No. 1 to Intergovernmental Revenue Agreement, Contract #103275, between Multnomah County and Portland Public Schools Increases the Number of Children Receiving Early Intervention/Early Childhood Special Education Services and Provides Additional \$14,976 in Funds, for the Period July 1, 1994 through June 30, 1995

### **REGULAR AGENDA**

### **PUBLIC COMMENT**

- R-1 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

***RICHARD KOENIG COMMENTED IN OPPOSITION TO  
FAMILY SERVICES MEDIATION PROCESS.***

### **NON-DEPARTMENTAL**

- R-2 PROCLAMATION in the Matter of Proclaiming the Month of June, 1995 as "Providence Child Center Appreciation Month"

***COMMISSIONER SALTZMAN MOVED AND  
COMMISSIONER KELLEY SECONDED, APPROVAL OF***

**R-2. SHOSHANA GRAMMER AND RICHARD MUDD PRESENTATION, EXPLANATION AND COMMENTS IN SUPPORT. PROCLAMATION READ. COMMISSIONER COLLIER THANKED SISTERS OF PROVIDENCE FOR ALL ITS WORK IN THE COMMUNITY AND WILLINGNESS TO PARTICIPATE IN PUBLIC/PRIVATE PARTNERSHIPS, AND FOR HELP WITH THE BRENTWOOD/DARLINGTON CENTER. COMMISSIONER SALTZMAN COMMENTS IN APPRECIATION. PROCLAMATION 95-121 UNANIMOUSLY APPROVED.**

**R-3 RESOLUTION in the Matter of Expressing Appreciation to Jim Davis for his Contribution to the Multnomah County Child Abuse Team**

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-3. COMMISSIONER SALTZMAN EXPLANATION AND INTRODUCTION OF TEAM MEMBERS, LT. STAN GRUBB, DEPUTY DAVE RAIDER AND SGT. BOB WALLIKER. LT. GRUBB PRESENTED OVERVIEW OF PROJECT AND THE USE OF THE NEW LOGO FOR THE MULTNOMAH COUNTY CHILD ABUSE TEAM (C.A.T.) AND FOR THE EXCLUSIVE USE OF GARFIELD THE CAT AS AN OFFICIAL LOGO. DEPUTY RAIDER EXPLAINED HOW THIS IDEA BECAME A REALITY. SGT. WALLIKER PRESENTED THANKS TO THE BOARD FOR THEIR SUPPORT. HATS AND SHIRTS WITH THIS LOGO WERE PRESENTED TO THE BOARD. RESOLUTION READ. RESOLUTION 95-122 UNANIMOUSLY APPROVED.**

#### **DEPARTMENT OF ENVIRONMENTAL SERVICES**

**CHAIR STEIN REQUESTED THAT ITEMS R-6, R-7 AND R-8 BE CONSIDERED AT THIS TIME AND INTRODUCED LARRY NICHOLAS, BURNIE GIUSTO AND MAYOR GUSSIE McROBERT AND PROVIDED OPPORTUNITY FOR COMMENTS. BOARD COMMENTS AND THANKS.**

- R-6 PUBLIC HEARING and ORDER in the Matter of Surrendering Jurisdiction to the City of Fairview Various County Roads per Attached Listings, Lying within the Corporate Limits of the City of Fairview

***COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-6. NO ONE WISHED TO TESTIFY. ORDER 95-123 UNANIMOUSLY APPROVED.***

- R-7 PUBLIC HEARING and ORDER in the Matter of Surrendering Jurisdiction to the City of Gresham Various County Roads per Attached Listings, Lying within the Corporate Limits of the City of Gresham

***COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-7. JAMES GLEASON ASKED IF STREET CONDITIONS WOULD IMPROVE AFTER SEWER CONSTRUCTION COMPLETE. LARRY NICHOLAS RESPONSE. ORDER 95-124 UNANIMOUSLY APPROVED.***

- R-8 PUBLIC HEARING and ORDER in the Matter of Surrendering Jurisdiction to the City of Troutdale Various County Roads per Attached Listings, Lying within the Corporate Limits of the City of Troutdale

***COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-8. NO ONE WISHED TO TESTIFY. ORDER 95-125 UNANIMOUSLY APPROVED.***

***CHAIR STEIN ADVISED CERTIFICATES BEING SENT TO GREG DILORETO, JOHN PETTIS, JIM GALLOWAY, GEROLD ANDERSON, ROGER VONDERHARR, DONALD ROBERTSON AND PAUL THALHOFER. CERTIFICATES PRESENTED TO BERNIE GIUSTO, GUSSIE McROBERT AND LARRY NICHOLAS.***

#### **NON-DEPARTMENTAL**

- R-4 RESOLUTION in the Matter of Adopting an Updated Strategic Plan and 1995-97 Action Plan and Recommending the Strategic Plan be Submitted to the Oregon Economic Development Commission and the Governor of the State of Oregon for Consideration under the Regional Strategies Program

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-4. PAT SCRUGGS EXPLANATION. CHAIR STEIN COMMENTS AND REQUEST TO DRAFT LETTER TO SEND TO THE OREGON ECONOMIC DEVELOPMENT COMMISSION THAT OUTLINES MULTNOMAH COUNTY'S PRIORITIES. RESOLUTION 95-126 UNANIMOUSLY APPROVED.**

- R-5 Budget Modification NOND #13 Requesting Authorization to Transfer Salary Savings within the Chair's Office Budget to Capital to Replace Computer Hardware and Software

**COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-5. DELMA FARRELL EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-9 Ratification of an Intergovernmental Revenue Agreement, Contract #302055, between the City of Gresham and Multnomah County for the Maintenance of Traffic Signals, Traffic Control Signs and Directional Signs, for the Period July 1, 1995 to be Ongoing

**COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-9. LARRY NICHOLAS EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.**

- R-10 ORDER in the Matter of Conveyance to the City of Portland Various One (1) Foot Strips and Road Fund Properties to the City of Portland Owned by the County

**COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-10. JOHN DORST EXPLANATION. BOARD COMMENTS. ORDER 95-127 UNANIMOUSLY APPROVED.**

- R-11 First Reading and Possible Adoption of an ORDINANCE Amending Fees for Action Proceedings and Administrative Actions Under MCC 11.15, and

Declaring an Emergency (Ordinance Amending Planning & Development Fee Schedules)

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF FIRST READING. FOLLOWING EXPLANATION, TESTIMONY AND AMENDMENT, FIRST READING UNANIMOUSLY APPROVED, AS AMENDED. SECOND READING THURSDAY, JUNE 8, 1995.**

### **DEPARTMENT OF HEALTH**

R-12 Request for Approval of a Notice of Intent to Apply for a Grant from the Oregon State Health Division's State-Based Programs to Reduce the Burden of Diabetes: a Health Systems Approach

**COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-12. COMMISSIONER HANSEN EXPLANATION. NOTICE OF INTENT UNANIMOUSLY APPROVED.**

### **PUBLIC CONTRACT REVIEW BOARD**

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

R-13 ORDER in the Matter of an Exemption to Exceed the 20% Change Order Limitation for Construction at the Hooper Detox Facility

**COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-13. JIM EMERSON EXPLANATION. ORDER 95-128 UNANIMOUSLY APPROVED.**

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

### **MANAGEMENT SUPPORT SERVICES**

R-14 RESOLUTION in the Matter of the Issuance and Sale of Short-Term Promissory Notes (Tax and Revenue Anticipation Notes, Series 1995) in the

Amount of \$11,000,000 for the Purpose of Meeting Current Expenses of the County for the 1995-96 Fiscal Year

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-14. HARRY MORTON EXPLANATION. RESOLUTION 95-129 UNANIMOUSLY APPROVED.**

### **EMPLOYEE SERVICES DIVISION**

R-15 Second Reading and Possible Adoption of a Proposed ORDINANCE Relating to County Organization; Abolishing the Department of Social Services, Giving Departmental Status to Certain Existing Divisions within that Department, and Updating an Outdated Code Provision Relating to County Organization

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. CURTIS SMITH EXPLANATION. NO ONE WISHED TO TESTIFY. ORDINANCE NO. 818 UNANIMOUSLY APPROVED.**

R-16 Second Reading and Possible Adoption of a Proposed ORDINANCE Amending Ordinance No. 792, in Order to Add and Delete Exempt Pay Ranges

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER HANSEN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. CURTIS SMITH EXPLANATION. NO ONE WISHED TO TESTIFY. ORDINANCE NO. 819 UNANIMOUSLY APPROVED.**

R-17 First Reading of an ORDINANCE Amending Ordinance No. 778 Relating to Pay Administration for Employees Not Covered by Collective Bargaining Agreement

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER**



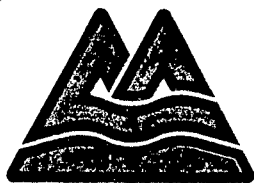
***MOVED AND COMMISSIONER KELLEY SECONDED,  
APPROVAL OF THE FIRST READING. CURTIS SMITH  
EXPLANATION. NO ONE WISHED TO TESTIFY. FIRST  
READING UNANIMOUSLY APPROVED. SECOND  
READING THURSDAY, JUNE 8, 1995.***

*There being no further business, the meeting was adjourned.*

OFFICE OF THE BOARD CLERK  
FOR MULTNOMAH COUNTY, OREGON

***Deborah L. Bogstad***

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

MAY 29, 1995 - JUNE 2, 1995

*Monday, May 29, 1995 - MEMORIAL DAY HOLIDAY - OFFICES CLOSED*

*Tuesday, May 30, 1995 - 9:30 AM - Board Briefing . . . . . Page 2*

*Tuesday, May 30, 1995 - 10:00 AM - Budget Session . . . . . Page 2*

*Wednesday, May 31, 1995 - 1:30 PM - Budget Session . . . . . Page 2*

*Wednesday, May 31, 1995 - Board Briefing . . . . . Page 2*

**(IMMEDIATELY FOLLOWING BUDGET SESSION)**

*Thursday, June 1, 1995 - 9:30 AM - Regular Meeting . . . . . Page 3*

*Thursday Meetings of the Multnomah County Board of Commissioners are  
\*cablecast\* live and taped and can be seen by Cable subscribers in Multnomah County  
at the following times:*

*Thursday, 9:30 AM, (LIVE) Channel 30*

*Friday, 10:00 PM, Channel 30*

*Sunday, 1:00 PM, Channel 30*

*\*Produced through Multnomah Community Television\**

**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, May 30, 1995 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFING**

*B-1 1995-1996 Community Action Plan. Presented by Rey España. 30 MINUTES REQUESTED.*

---

*Tuesday, May 30, 1995 - 10:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BUDGET SESSION**

*WS-1 Community and Family Services Division Budget Overview, Highlights and Action Plans. CFSD Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1995-96 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 2.5 HOURS REQUESTED.*

---

*Wednesday, May 31, 1995 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BUDGET SESSION**

*WS-2 Non-Departmental (Commissioners, Auditor, Management Support Services, Non-County Organizations) Budget Overview, Highlights and Action Plans. NOND Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1995-96 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 1.5 HOURS REQUESTED.*

---

*Wednesday, May 31, 1995  
(IMMEDIATELY FOLLOWING BUDGET SESSION)  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFING**

*B-2 CareOregon Update. Presented by Barry Crook and Kathy Innes. 1 HOUR REQUESTED.*

---

Thursday, June 1, 1995 - 9:30 AM

Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1      *In the Matter of the Reappointments of James D. Pitton, Assessor Recommendation Position; and James M. Fujii, County Recommendation Position to the Agricultural Review Board for Two-Year Terms Ending 5/30/97*
- C-2      *In the Matter of the Appointment of Anita Ball to County Position #2 on the Metropolitan Human Rights Commission, Term Ending 9/30/96*

SHERIFF'S OFFICE

- C-3      *Ratification of Intergovernmental Agreement, Contract #800216, between the Housing Authority of Portland (HAP) and Multnomah County Sheriff's Office to Provide a Supervised Inmate Work Crew to Perform General Labor, for the Period June 1, 1995 through June 30, 1995*

COMMUNITY AND FAMILY SERVICES DIVISION

- C-4      *Ratification of Intergovernmental Revenue Agreement, Contract #101256, between Multnomah County and the State of Oregon, Housing and Community Services Department to Fund Community and Family Services Division for Community Action Anti-Poverty Services, for the Period July 1, 1995 through June 30, 1997*
- C-5      *Ratification of Amendment No. 1 to Intergovernmental Revenue Agreement, Contract #103275, between Multnomah County and Portland Public Schools Increases the Number of Children Receiving Early Intervention/Early Childhood Special Education Services and Provides Additional \$14,976 in Funds, for the Period July 1, 1994 through June 30, 1995*

REGULAR AGENDA

PUBLIC COMMENT

- R-1      *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

## NON-DEPARTMENTAL

- R-2      *PROCLAMATION in the Matter of Proclaiming the Month of June, 1995 as "Providence Child Center Appreciation Month"*
- R-3      *RESOLUTION in the Matter of Expressing Appreciation to Jim Davis for his Contribution to the Multnomah County Child Abuse Team*
- R-4      *RESOLUTION in the Matter of Adopting an Updated Strategic Plan and 1995-97 Action Plan and Recommending the Strategic Plan be Submitted to the Oregon Economic Development Commission and the Governor of the State of Oregon for Consideration under the Regional Strategies Program*
- R-5      *Budget Modification NOND #13 Requesting Authorization to Transfer Salary Savings within the Chair's Office Budget to Capital to Replace Computer Hardware and Software*

## DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-6      *PUBLIC HEARING and ORDER in the Matter of Surrendering Jurisdiction to the City of Fairview Various County Roads per Attached Listings, Lying within the Corporate Limits of the City of Fairview*
- R-7      *PUBLIC HEARING and ORDER in the Matter of Surrendering Jurisdiction to the City of Gresham Various County Roads per Attached Listings, Lying within the Corporate Limits of the City of Gresham*
- R-8      *PUBLIC HEARING and ORDER in the Matter of Surrendering Jurisdiction to the City of Troutdale Various County Roads per Attached Listings, Lying within the Corporate Limits of the City of Troutdale*
- R-9      *Ratification of an Intergovernmental Revenue Agreement, Contract #302055, between the City of Gresham and Multnomah County for the Maintenance of Traffic Signals, Traffic Control Signs and Directional Signs, for the Period July 1, 1995 to be Ongoing*
- R-10     *ORDER in the Matter of Conveyance to the City of Portland Various One (1) Foot Strips and Road Fund Properties to the City of Portland Owned by the County*
- R-11     *First Reading and Possible Adoption of an ORDINANCE Amending Fees for Action Proceedings and Administrative Actions Under MCC 11.15, and Declaring an Emergency (Ordinance Amending Planning & Development Fee Schedules)*

## DEPARTMENT OF HEALTH

- R-12      *Request for Approval of a Notice of Intent to Apply for a Grant from the Oregon State Health Division's State-Based Programs to Reduce the Burden of Diabetes: a Health Systems Approach*

**PUBLIC CONTRACT REVIEW BOARD**

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

- R-13      *ORDER in the Matter of an Exemption to Exceed the 20% Change Order Limitation for Construction at the Hooper Detox Facility*

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

**MANAGEMENT SUPPORT SERVICES**

- R-14      *RESOLUTION in the Matter of the Issuance and Sale of Short-Term Promissory Notes (Tax and Revenue Anticipation Notes, Series 1995) in the Amount of \$11,000,000 for the Purpose of Meeting Current Expenses of the County for the 1995-96 Fiscal Year*

**EMPLOYEE SERVICES DIVISION**

- R-15      *Second Reading and Possible Adoption of a Proposed ORDINANCE Relating to County Organization; Abolishing the Department of Social Services, Giving Departmental Status to Certain Existing Divisions within that Department, and Updating an Outdated Code Provision Relating to County Organization*

- R-16      *Second Reading and Possible Adoption of a Proposed ORDINANCE Amending Ordinance No. 792, in Order to Add and Delete Exempt Pay Ranges*

- R-17      *First Reading of an ORDINANCE Amending Ordinance No. 778 Relating to Pay Administration for Employees Not Covered by Collective Bargaining Agreement*

**PLEASE PRINT LEGIBLY!**

**MEETING DATE** 5.31.95

**NAME**

**ADDRESS**

Sue O'Halloran

**STREET**

**CITY**

**ZIP**

**I WISH TO SPEAK ON AGENDA ITEM NO.** \_\_\_\_\_

**SUPPORT** \_\_\_\_\_ **OPPOSE** \_\_\_\_\_

**SUBMIT TO BOARD CLERK**

→ Edgefield Station Inc.

MAY 3 1 1995

MEETING DATE \_\_\_\_\_

AGENDA NUMBER WS-2

**AGENDA PLACEMENT FORM**

SUBJECT: 1995-96 Budget - Work Session - Nondepartmental

BOARD BRIEFING: Date Requested May 31, 1995  
1:30

Amount of Time Needed: 2 and 1/2 hours

REGULAR MEETING: Date Requested       

Amount of Time Needed:       

DEPARTMENT: Nondepartmental DIVISION Budget & Quality

CONTACT: Dave Warren TELEPHONE : 248-3822  
BLDG/ROOM: 106/1400

PERSON(S) MAKING PRESENTATION: Department staff and budget staff

**ACTION REQUESTED**

☐ INFORMATIONAL ONLY    ☐ POLICY DIRECTION    ☒ APPROVAL    ☐ OTHER

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

Presentation of the 1995-96 budget for the Nondepartmental Organizations (MSS, Chair, Board, Auditor, CIC, etc.), CBAC report, issue review and discussion.

BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
1995 APR 26 PM 4:20

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: Beverly Stein

OR

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

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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





# MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS  
 BEVERLY STEIN  
 DAN SALTZMAN  
 GARY HANSEN  
 TANYA COLLIER  
 SHARRON KELLEY

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

TO: Gary Blackmer Melinda Petersen  
 Dave Boyer Curtis Smith  
 Barry Crook

FROM: Dave Warren *DCW*

DATE: May 31, 1995

SUBJECT: Follow Up Items from the Board's Budget Work Session of May 31, 1995 on  
 Management Support Services and the Auditor

1995 JUN -5 AM 8:54  
 MULTNOMAH COUNTY  
 OREGON  
 BOARD OF  
 COUNTY COMMISSIONERS

Here is a list of items about which the Board of Commissioners would like additional information.

Please prepare responses to the Board's questions. I suggest the responses state the question and then state the response. If appropriate, the response may be a reference to an attached document. Please respond to all the questions by Friday, June 9. If you can't prepare the final answers by June 9, I suggest responding by telling the Board when they can expect the answers.

- Send a copy of the answers to Ching Hay. He will review them (for no more than one working day after it arrives), perhaps even supplement them with additional work, and forward them to the Chair's Office;
- Taking no more than one working day, Meganne or Bill will review the responses to see that they answer the questions clearly, add anything they feel is needed, and return them to Ching;
- Ching will communicate any proposed changes to you or give you the OK to print;
- Deliver 10 copies to Kathy Nash in Budget & Quality. She will package your material with a sequentially numbered cover page and an index so the Board can tell what they receive, tell that it is in response to issues raised and at which hearing, the date they received it, and be assured they have received all the packets.
- Budget & Quality will deliver the packets to the Office of the Board Clerk who will distribute them to the Board.

## **Follow up Items - (by June 9)**

### Management Support Services

1. Provide the Board with four or five concise statements about the expected outcomes of RESULTS that the Board can discuss and come to agreement with
2. Explain the proposed training package proposed in light of the vision and values for RESULTS training, or suggest ways the training package can be modified to address departmental failings that RESULTS should impact.
3. Provide the most current draft of the RESULTS design.
4. Explain the difference between the data collection proposed for Purchasing and the kinds of data supposed to be collected by the contractors in the disparity study.

### Auditor

1. Explain how the proposed study of courthouse use and design will mesh with the facilities plan, and secure endorsement for a specific work plan from the task force that will deal with this issue.

### Edgefield Station

1. Provide the Board with a revised work plan that includes the BCC defined deadlines specified in their resolution.

## **Amendments**

Please prepare the following amendment as requested by the Board. Send a copy to Ching Hay who will review it for completeness. If there are any proposed changes, Ching will communicate them to you or give you the OK to print. Send 10 copies to Kathy Nash. She will distribute them to the Board for further consideration.

NOND 1 -- Contractual services to provide the Auditor's Office with expertise supporting a study of courthouse use and design (Commissioner Kelley)

c. Larry Aab	Joanne Fuller	Carol Rex
Kelly Bacon	Kathy Gillette	District Attorney Mike
Susan Clark	Tamara Holden	Schrunk
Elyse Clawson	Susan Kaeser	Tom Simpson
Ginnie Cooper	Jim McConnell	Meganne Steele
Lance Duncan	Sheriff-elect Dan	Kathy Tinkle
Marie Eighmey	Noelle	Betsy Williams
Margaret Epting	Billi Odegaard	CIC
Bill Farver	Mike Oswald	Patrol
Tom Fronk	Lorenzo Poe	

**Multnomah County  
Management Support Services  
Auditor  
Budget Presentation  
Fiscal Year 1995-96**

**May 31, 1995  
1:30 PM**

- |    |  |         |   |
|----|--|---------|---|
| 1. | Management Support Services Overview   | 1:30 PM | Meganne Steele                            |
| 2. | Support Services CBAC Presentation<br>Nondepartmental CBAC Presentation  | 1:40 PM | Jim Robinson, Chair<br>Jerry Penk, Chair  |
| 3. | Public Testimony   | 1:50 PM |   |
| 4. | Issues & Opportunities <ul style="list-style-type: none"><li>• RESULTS Training</li><li>• Indirect Cost Allocation</li><li>• Purchasing Reorganization</li></ul> | 2:05 PM | Curtis Smith<br>Barry Crook<br>Dave Boyer |
| 5. | County Auditor <ul style="list-style-type: none"><li>• \$20,000 carryover for Courthouse Study</li></ul>   | 2:30 PM | Gary Blackmer                             |
| 6. | Board Questions and Answers <ul style="list-style-type: none"><li>• Edgefield Station</li></ul>  | 2:45 PM |   |

**In Attendance:**

Dave Boyer, Finance	Barry Crook, Budget & Quality
Curtis Smith, Employee Services	Jean Miley, Risk Management
Larry Kressel, County Counsel	Ken Upton, Labor Relations
Robert Phillips, Affirmative Action	Michael Gilsdorf, Emgy Mgmt

*Budget Session*  
*5-31-95*  
*Handout 1a*  
*WS-2*

To: Beverly Stein, Multnomah County Chair  
From: Jim Robison, Chair, Support Services CBAC  
Re: Addendum to CBAC Report  
Date: May 31, 1995

Following the initial report of the Support Services CBAC, in which we recommended against the add package for training in the Employee Services Budget, we have received additional information which answers many of our concerns.

The members of the CBAC wish to highlight the point that Total Quality Management (TQM) has failed to meet it's objectives in many organizations. Often this failure has occurred due to a lack of commitment at ALL levels of the organization, or from failure to give it adequate time to succeed. We feel that in order for the RESULTS program to succeed it requires a total commitment at all levels, and for the long term. Thus, if the County is to make the RESULTS program succeed, then the Training add package in the Employee Services budget is a necessary part of that program. In addition, this training will need to continue in future budgets for continued success of the RESULTS program.

The members of the Support Services CBAC recommend adopting the Training add package, and continuing to fund that training in future years. In addition we recommend conducting a county wide review of all training with on going review of the training programs by the Central CBAC or this CBAC.

**FOLLOW UP QUESTIONS**

**PACKET #12**

**FROM**

**NONDEPARTMENTAL/MANAGEMENT  
SUPPORT SERVICES**

**5/31/95 BUDGET SESSION**

**PLEASE INSERT INTO  
COMMISSIONERS AGENDA PACKET**

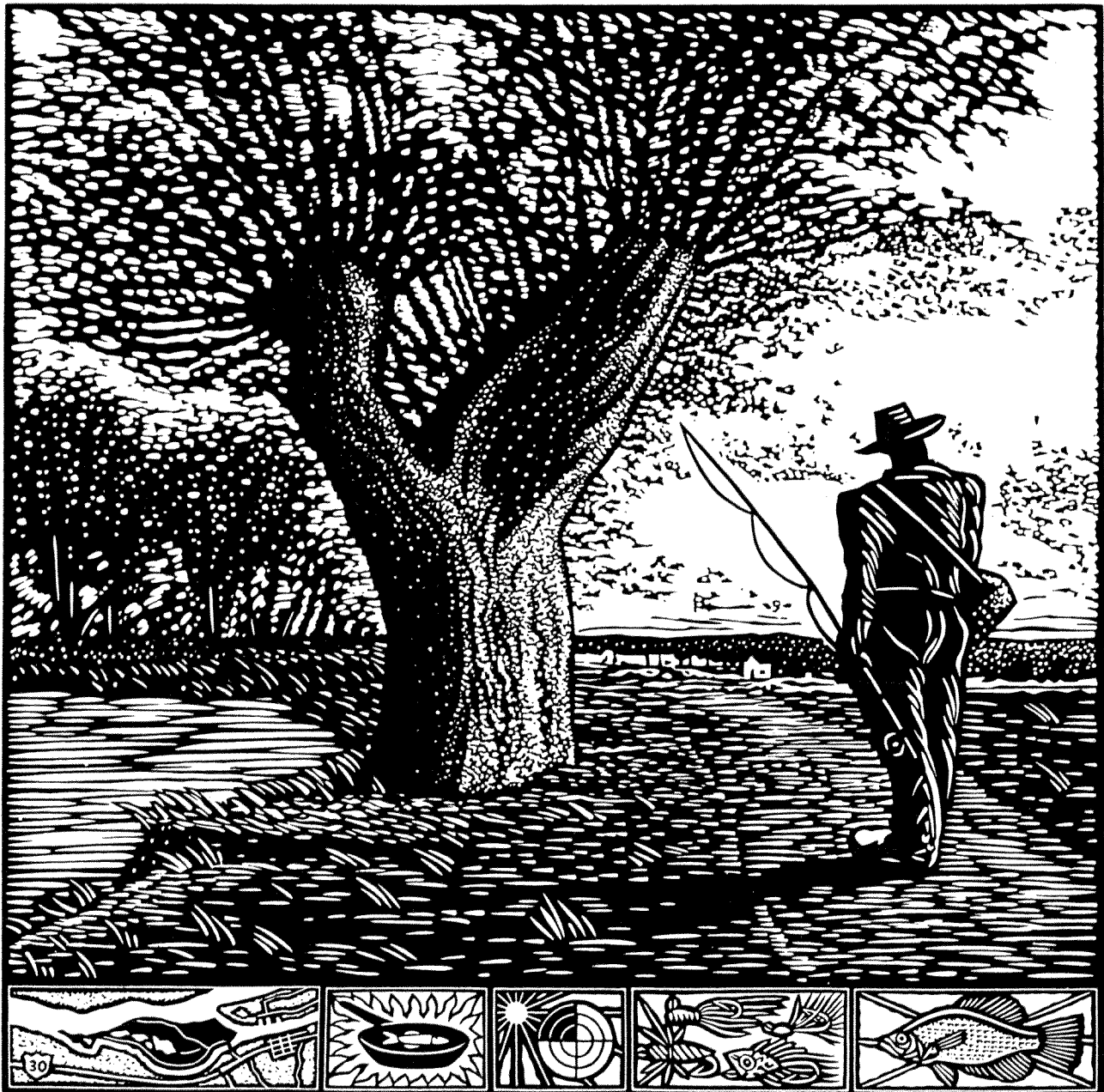
**THANK YOU!**

**CIRCULATED BY CARRIE PARKERSON**

**OFFICE OF THE BOARD CLERK**

**3:40 PM, FRIDAY, MAY 26, 1995**

# ● Multnomah County



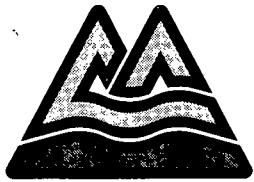
PACKET #12

NONDEPARTMENTAL/  
Management Support Services  
Budget Hearing

May 31, 1995  
(distributed May 26, 1995)

1995-96

*Send Copy  
of Packet  
to Caroline  
Miller*



# MULTNOMAH COUNTY OREGON

BEVERLY STEIN  
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

PURCHASING, CONTRACTS  
& CENTRAL STORES

(503) 248-5111

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

## MEMORANDUM

TO: Board of County Commissioners

FROM: Curtis Smith, Manager  
Employee Services Division

DATE: May 31, 1995

SUBJECT: Employee Development Add Package

Our employee development add package is based upon the well-recognized need for government services to become more efficient and satisfying to both our direct customers and to taxpayers in general. You will recall that recently representatives of three major firms with successful quality initiatives (Xerox, Sprint, and Wacker Siltronic) briefed the Board concerning the linkage between service and employee development. They agreed that greater service and accountability will require a significant training investment in our staff.

Here's where we are now in our own quality initiative, and how training fits in:

1. In September, 1994, the County's quality initiative program was formally launched at a conference involving many of our union leaders, managers, and line employees.
2. Many awareness and training sessions have been held since then, such as brown bag luncheons and other more formal sessions throughout the County.
3. A Steering Committee, composed of diverse representatives from throughout the County, has been formed to oversee the development of our quality initiative.
4. The Steering Committee has kept interest high by authorizing small pilot projects throughout the County. Eleven employee work teams are learning new ways of improving work processes which result in waste elimination and better customer service.

5. In addition, the Steering Committee has appointed a Design Team to research and develop a strategic plan by June, 1995 for Steering Committee approval. That plan will include all the elements needed for successful implementation of enhanced quality services to all County customers and clients. Plan elements are expected to include such items as a definition of quality, the need for increased customer focus, a model for continuously improving work processes which result in better/more economical service to an increasingly diverse customer base, and the new role of managers and work teams in such an environment. In order to insure that the Plan is well constructed, the Design Team has devoted extensive effort to reading, taking courses, and visiting employers who have successfully implemented quality programs. On April 14 a Countywide conference of some 200 key line workers, union and management leaders was held to provide additional input on what users will need and expect to see in the strategic plan. The attached draft Vision and Values Statement, as well as the Pareto charts highlight the high priority participants gave to training.
6. Our training plan will match the strategic plan, proposing the training needed by staff to accomplish each strategic element. For example, if, as most employers with successful quality initiatives have discovered, managers will have to significantly change from a control orientation to a coaching/mentoring orientation, then we will develop and deliver such training to our managers so that they can achieve success in the changing work environment. Similarly, we will need to deliver training to work teams in how to use quality techniques and tools.
7. For more details, attached is a copy of our add package. Be aware that, since the strategic plan will not be finished until near the end of this fiscal year, the specific courses proposed in the package are subject to modification, but they are very much the sort of courses other employers have found to be crucial to the continuous quality improvement of work.
8. In summary, we are at a critical point where we must invest in our employees and our managers if we are to keep up the momentum of this quality initiative. This initiative will enable our work units to more efficiently reach our County urgent benchmarks and key program objectives as we become a truly high performance organization.

F:\DATA\WPCENTER\PERSON\JSCS0244

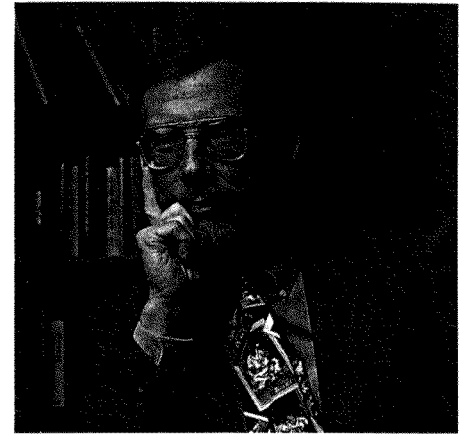
Attachments: Behn, Robert D. "Government Needs Training, Too" Governing, April 1995. Page 68.  
Mark, Carolyn. "Multnomah County Goes after RESULTS," Taking Initiative, Autumn 1994, pages 1, 6-7  
Multnomah County Roadmap Vision 2005 Conference, April 14, 1995:  
Vision and Values Statement, and selected pareto charts  
Proposed Training Add Package for 1995-96

c: John Legry  
Gloria Fisher  
Melinda Petersen  
Barry Crook  
Sue Ayers  
Support Services CBAC



ROBERT D. BEHN

# Government Needs Training Too



**T**he catechism of Total Quality Management teaches that every organization needs to improve its productivity, its value to its customers, its efficiency and every one of its products and services. Furthermore, every organization needs to make those improvements continuously. Indeed, "continuous improvement" has become a buzzphrase in both the private sector and in government.

Moreover, as Carl A. Weigell, chairman of the Motor Castings Co. in Milwaukee, told some of the nation's governors at the winter meeting of the National Governors' Association, "continuous improvement" at his firm requires "continuous learning" by his employees.

In government, however, the rhetoric of continuous improvement rarely goes so far as to recognize that, for any public agency to improve, the people in that organization must learn how to improve. As George V. Voinovich, the governor of Ohio, observes, when it comes to investing in training, "the public sector is behind the private sector."

In business, the importance of training is obvious. Training improves productivity, which improves profitability. So every manager in the firm, from the front-line supervisor to the CEO, understands the importance of educating the firm's workers.

Consequently, businesses continuously invest in training. Moreover, firms not only invest in the out-of-pocket costs of the training but they are also quite willing to invest in the "opportunity costs" of their workers' time. A firm that seeks continuous improvement does not merely offer to pay for a course that a worker might choose to take at night or on weekends at the local community college;

*Robert D. Behn, director of the Governors Center at Duke University, is the author of Leadership Counts: Lessons for Public Managers (Harvard University Press).*

rather, such a firm determines what training its employees need and then arranges for them to get it while on the job.

But despite all of the campaign rhetoric about making government more businesslike, government rarely invests a fraction of what business does in the skills of its workers. Too often in government, being businesslike has only one meaning: cutting costs. And when it is budget crunch time, training is one of the first things to be cut. In government, unfortunately, training too often is considered a frill.

The "board of directors" of a state or municipality—the legislature or council—is less worried about improving long-term productivity than about balancing this year's budget—and maybe producing a promised tax cut. Reducing the training budget will not have a noticeable impact on this year's services. And the people who are in office next year can worry about productivity then.

Yet, as Weigell emphasized to the governors, "the culture of continuous improvement requires support." Moreover, Weigell noted that the members of his firm's union, the United Steel Workers, have come to recognize that their job security no longer depends on seniority. Rather, they have learned that continuous employment depends on their "abil-

ity to learn and apply multiple skills." And acquiring such analytic skills requires training.

Ohio has begun to recognize that too. "Continuous improvement means growth," Voinovich says, and "that requires training." Under Voinovich's leadership, Ohio is making a major effort to institutionalize TQM throughout state government and is devoting a substantial share of the budget to training. Indeed, Voinovich says, it is the responsibility of public-sector executives "to make education available on the outside or to do it on the inside."

The Ohio Office of Quality Services, headed by Steve Wall, has been organizing the state's own TQM training, and more than 15,000 state employees have been through the courses conducted by their own agencies. The training program was created with the help of a loaned executive from Xerox, but recently Ohio came out with "release 2.0" of its training manual, which it developed itself.

Training in Ohio takes many forms. The state has its own Quality Academy. And on the third Wednesday of every month, it holds its own Quality Forum. Recently, 750 people turned out to hear pay-for-performance critic Alfie Kohn, author of *Punished by Rewards*.

Moreover, Ohio plans and conducts its quality training in partnership with its public employee unions. Earlier this year, Voinovich, Lieutenant Governor Nancy P. Hollister and several cabinet secretaries and departmental commissioners spent three days in TQM training along with the dozen top leaders from the state's employee unions. And at a recent Cabinet retreat, Paul Goldberg, executive director of the state's AFSCME affiliate, was the luncheon speaker.

Ohio has made enough progress, Wall reports, that it has begun to base its training on the lessons learned through its own efforts. Says Wall, "Our best training is when we showcase our own successful teams."

**Continuous improvement requires continuous learning.**

**But in government, employee training is too often considered a frill.**



# Taking Initiative

... to Improve Oregon's Competitiveness

Volume 2, Number 3

Autumn 1994

## Multnomah County Goes After RESULTS

By Carolyn Mark  
Editor

When Beverly Stein became Multnomah County Chair in August of 1993 on the platform of "Results Not Excuses," her first task was to begin seeking innovative ways to improve county services and increase efficiency. What has emerged is a plan to do no less than transform county government. Emphasizing the County's commitment to outcome-based measures of success, the plan was named RESULTS (Reaching Excellent Service Using Leadership & Team Strategies). The goal of the RESULTS campaign: to empower managers and employees so they can provide quality service, practice continuous improvement, and, above all, improve the county's ability to efficiently respond to the needs of its customers while improving the worklife of employees.

### RESULTS To Change County Government

The vision of RESULTS is to fundamentally change the way county government does business.

According to Stein, "It's about transforming government and empowering communities. But, in order to get to scale, we need to engage government and community in a whole new way." Engaging in a whole new way, says Stein, involves developing a core of people in the county who are systems thinkers, have skills in team building, communications, and facilitation, and are able to work as partners with other agencies, nonprofits, businesses, and schools.

According to county leaders, RESULTS will transform county government in four ways: first, RESULTS will focus the county on meeting the needs of its primary customer, the community and taxpayers; second, RESULTS will

recognize the skills, knowledge, and common sense of its employees, while shifting managers' roles from managing and controlling to coaching and facilitating; third, RESULTS will encourage employees to develop new solutions to old problems; and fourth, RESULTS will focus attention on results by adopting outcome-based benchmarks and performance measurements. Education, training, and strong leadership from the top are essential to the success of the campaign.

County officials do not expect this transformation to occur overnight. With nearly 4,000 county employees, they expect it to take a minimum of 3-5 years.

(Please turn to page 6)

## Site Visits Complete; Applicants Await Announcement Oregon Quality Award Winners Will Be Named on October 27

By Tim Dedlow  
OQA Program Manager

The 1994 Oregon Quality Award program has been running in high gear over the past few months, as examiners and judges have evaluated applications, held conference calls, and visited applicant company sites in preparation for the selection of this year's award recipients.

Since February, more than 150 award application books have been distributed to organizations around the state. Many of these organiza-

tions immediately began the self-assessment process of identifying strengths, and more importantly, discovering where improvements will lead to positive results.

This year's award cycle will culminate on October 27, when Governor Barbara Roberts will announce the 1994 award recipients at the Oregon Quality Award Ceremony and Celebration at the Governor Hotel in Portland.

(Please turn to page 4)

### Inside this Issue:

Metrics for CI Teams p. 3

Oregon Quality Award  
Ceremony Registration p. 5

ISO 9000 Mentorship p. 8

ISO 9000 Revised p. 9

# Multnomah County's Quality Effort Involves

(Continued from page 1)

Even so, just six months into the RESULTS campaign, county officials and staff believe they are on their way to transforming government. The county has reached what it considers to be the first of many milestones to come, having completed a "period of commitment." Through a series of brown bag lunch programs and countless meetings with Stein and county managers and employees, the county leadership has garnered support for the campaign. The next phase, however, poses an even greater challenge: as Melinda Petersen, Quality Services Manager for the County Chair, put it, "We're past the *why*, and now we're onto the *how*."

## Campaign Not Just A Quality "Program"

Melinda recalls recognizing early on the importance of communicating to employees that RESULTS was not a "program". "We didn't want to talk about what we wanted to do with county government as a program or a project. What we really wanted was a culture change. We've tried to avoid creating the sense that there are two separate worlds: the quality world and the real world. We're doing this by talking about good government and high performance government. Things like TQM and CQI are tools we can use to get to good government."

With cultural change as the ultimate goal, the county is proceeding slowly and deliberately, trying to ensure that it can meet whatever expectations are raised about employee empowerment and that county managers can reinforce them. "We're doing some educating of employees now, but mostly the training has been aimed at managers. We don't want to train employees too soon, raise their expectations, and then have managers not

able to handle it because they weren't prepared. We need to provide managers with the necessary tools so that they are better able to act as mentors, facilitators, and coaches. This will be a shift for some managers who were schooled in traditional HR models."

## Public Sector Faces Special Challenges

According to Barry Crook, Budget and Quality Manager for the county, there are many similarities between implementing quality systems in the public and private sectors: "A whole lot is alike. The tools and techniques of quality, like process mapping and control charting, are readily translatable."

However, Barry noted several differences that can create added challenges, including: 1) different sets of customers often with diametrically opposed needs; 2) the "risk-adverse" nature of government which often acts against the need to innovate; and 3) short time horizons, due to election cycles, which inhibit the ability to create and implement long term plans.

Perhaps one of the biggest challenges in implementing quality in government is the historical reluctance to use tax-payer dollars to make the necessary investment in human resources. "Nobody blinks when Motorola invests 80 hours per employee per year in training, or when Xerox or IBM invest in management information systems and computer technology," says Barry. "It's hard, if not impossible, to get away with these kinds of investments in the public sector. But, if we don't have the organizational capacity and infrastructure, it's hard to do other things well."

While many barriers exist, Melinda Petersen is convinced that there are a lot of perceived barriers as well. "We probably need to challenge our assumptions more



*We need to engage government and the community in a new way –*  
Beverly Stein

than we do. Sometimes the barriers we think are there are actually just in somebody's head."

## County Learning from Private Sector

While differences exist, Multnomah County is learning as much as possible from the private sector. Barry, who helped transform the City of Austin into a quality-focused organization, benchmarked private sector quality efforts, primarily in the high tech industry, as he worked with the city to design an implementation plan. Multnomah County is also enlisting the support and advice of business and education leaders in the form of an advisory committee to the county. In addition, Multnomah County, a member of the Oregon Quality Initiative, is seeking to learn about the efforts of other OQI members so they can more effectively grapple with such issues as implementing teams, pay for performance, and reward and recognition systems. OQI members with whom the county has networked include OEEO, Warn Industries, Wacker Siltronic, PSU, Intel, and Tektronix.

# Private Sector, Unions, Employees and OQI

## RESULTS As Labor - Management Partnership

Recognizing the need for labor-management cooperation, Multnomah County is engaging its unions in the RESULTS campaign. Unions are represented on the county-wide RESULTS steering committee, and will also have representation on the county's soon-to-be formed design team which will map out the RESULTS implementation plan.

The county sees union involvement as an essential component of the campaign's success. "I think the presence of unions forces you to pay attention to the needs and issues of line employees," says Melinda Petersen. "I'd like to think we would have anyway, but the union presence ensures that you do." Melinda also sees the unions as an important source of assistance to the

## Health Department: Ahead of the Pack

The Multnomah County Health Department began adopting quality management principles and practices several years before the RESULTS Campaign. Their experience is providing vital information to the rest of the county.

It all started in the late 1980s when the Health Department received a multi-million dollar federal grant for its primary care program. In order to meet grant requirements, certain outcome-based performance measures had to be met relating to the collecting of client health information. Bev Lauck, chief administrator of the grant both then and now, sought to collect the information from the various county health clinics, and to help the clinics develop plans to address the need for collecting and documenting the information.

That it's more of a way to be." Empowered work teams are becoming a way of life for many employees in the Health Department, working to improve clinic services, improve access to clients, redesign employee orientation systems, and more.

## Community and Family Services Gets On Board

The Community and Family Services division is beginning to embrace the RESULTS campaign, laying the necessary groundwork for implementing quality systems. The division formed its own steering committee to figure out how to implement RESULTS. With the help of students from Marylhurst, the division conducted an organizational climate questionnaire, providing critical information on how employees view the division and what needs to be done to improve the quality of services it provides. The division is not without its own pool of talent. Says Sue Larson, lead manager for the division's quality efforts, "Staff here are pretty incredible. We really need to bring them into the process and build on what's already been started here."

## Taking RESULTS County-Wide

County officials and managers recognize that much more work has yet to be done. But, they maintain a commitment to no less than full implementation of RESULTS county-wide. As the county embarks on the design and implementation phase of the campaign, it does so knowing that the journey toward quality is a long and arduous one. But the payoff, reinstalling the public trust in county government and better serving those in need, will make the journey worthwhile. □



multnomah County

**RESULTS**

Reaching • Excellent • Service • Using • Leadership • Team • Strategies

county as it seeks to learn about other public sector quality initiatives.

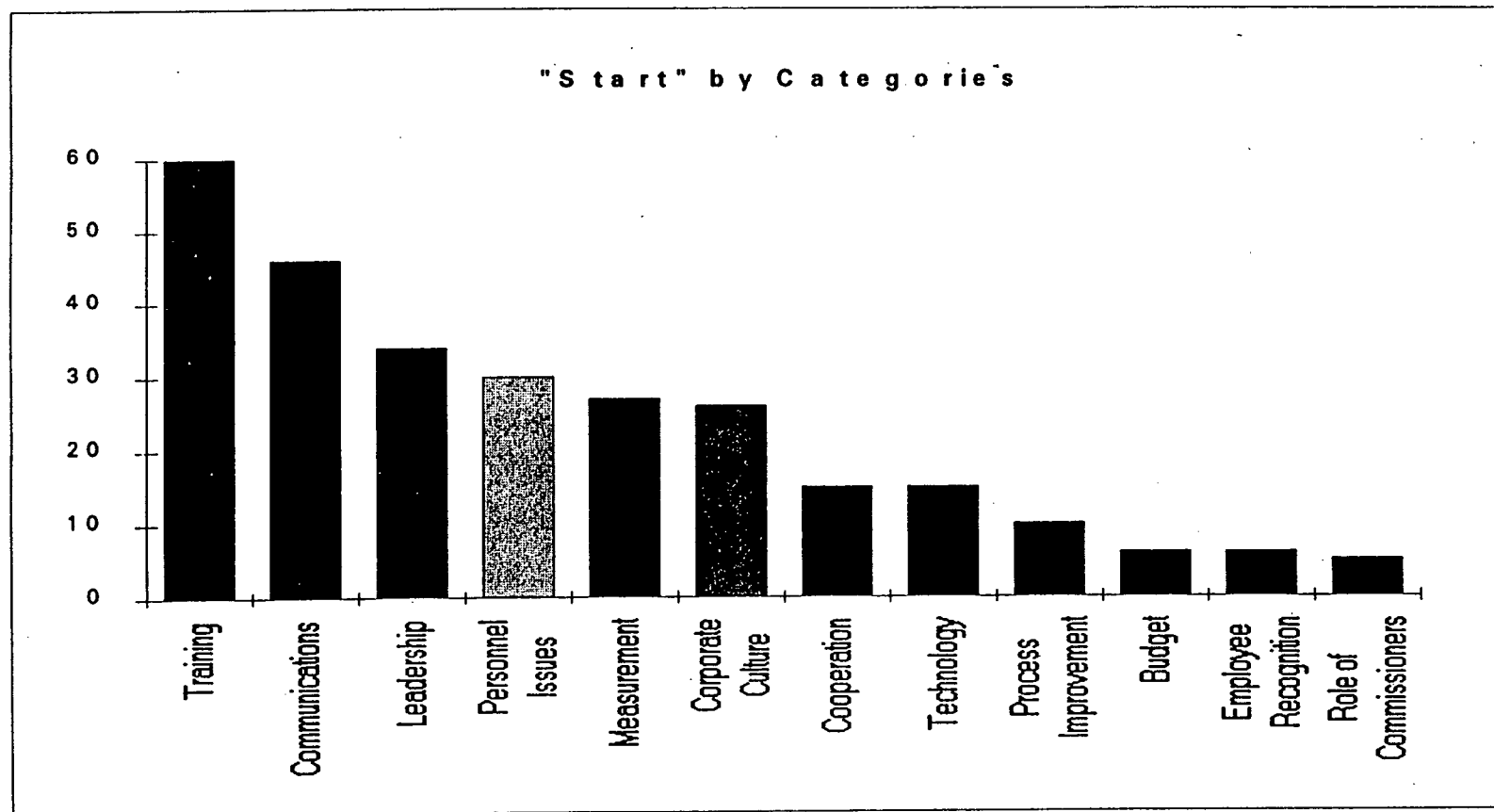
How do union employees feel about the RESULTS Campaign? According to Joe Devlaeminck, President of AFSCME Local 88, which represents roughly 65% of county employees, public employees like the idea of having more control over their work lives and the ability to improve county government. "Every person wants to feel like they've got some control over their worklives, that they've got a say-so," says Joe. "And, every county employee wants efficiency. They're tax payers, too!"

According to Lauck, this proved to be a difficult task, with some employees reluctant to accept responsibility for meeting the grant requirements. As Lauck put it: "The problem was that the meeting of the grant requirements was perceived to be my problem. The ownership was all wrong. People didn't 'own' that they needed a plan, that they needed internal systems changes."

Since that time, the Health Department has come a long way in getting employees to own the quality of their work and to focus on the customer, as well as involving employees in day-to-day decision-making regarding systems changes. "The struggle," says Bev, "has been to convince people that this isn't just another thing to do.

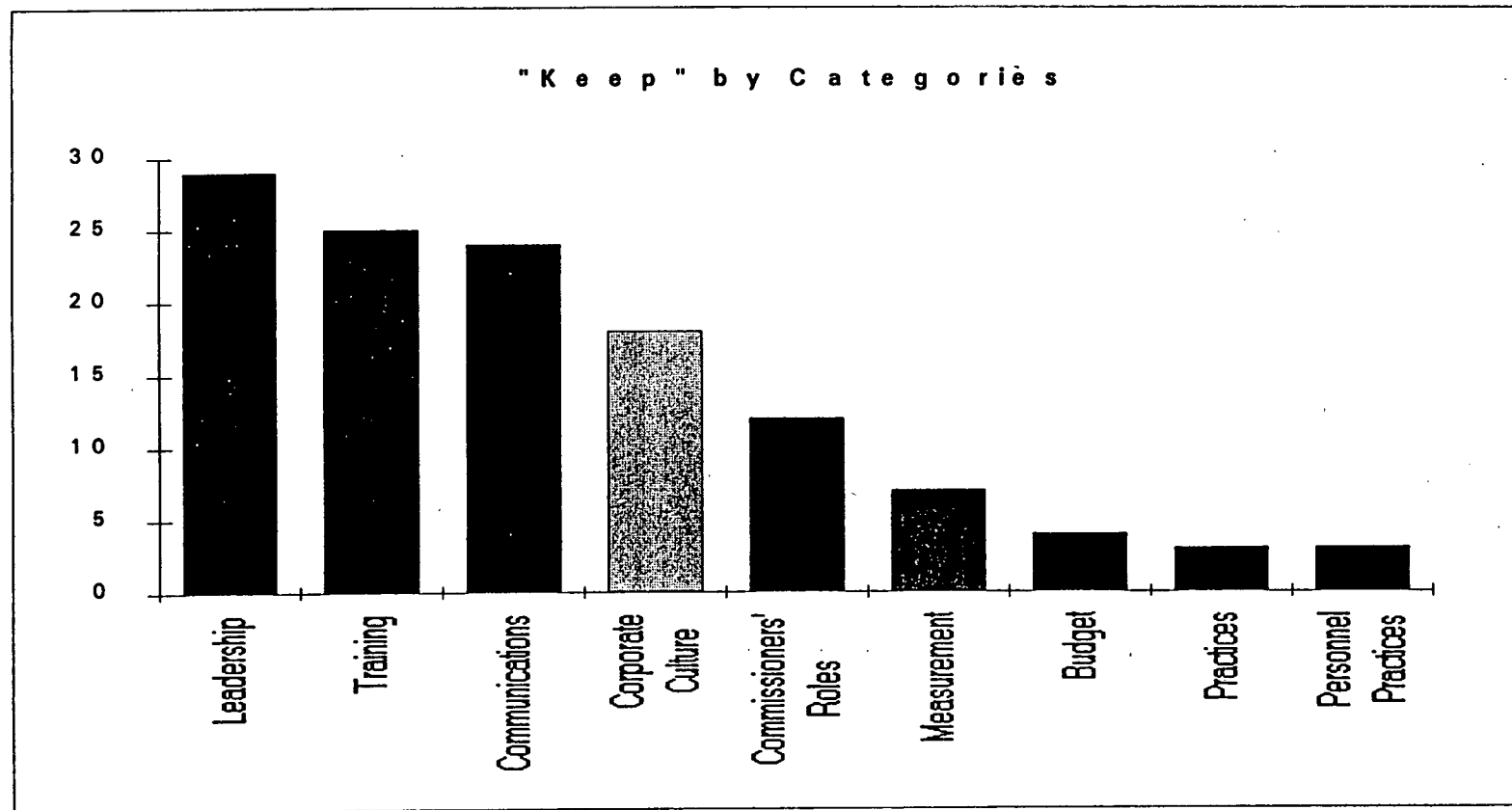
# PARETO CHARTS FROM ROADMAP VISION 2005 CONFERENCE

## "Start" Suggestions by Categories



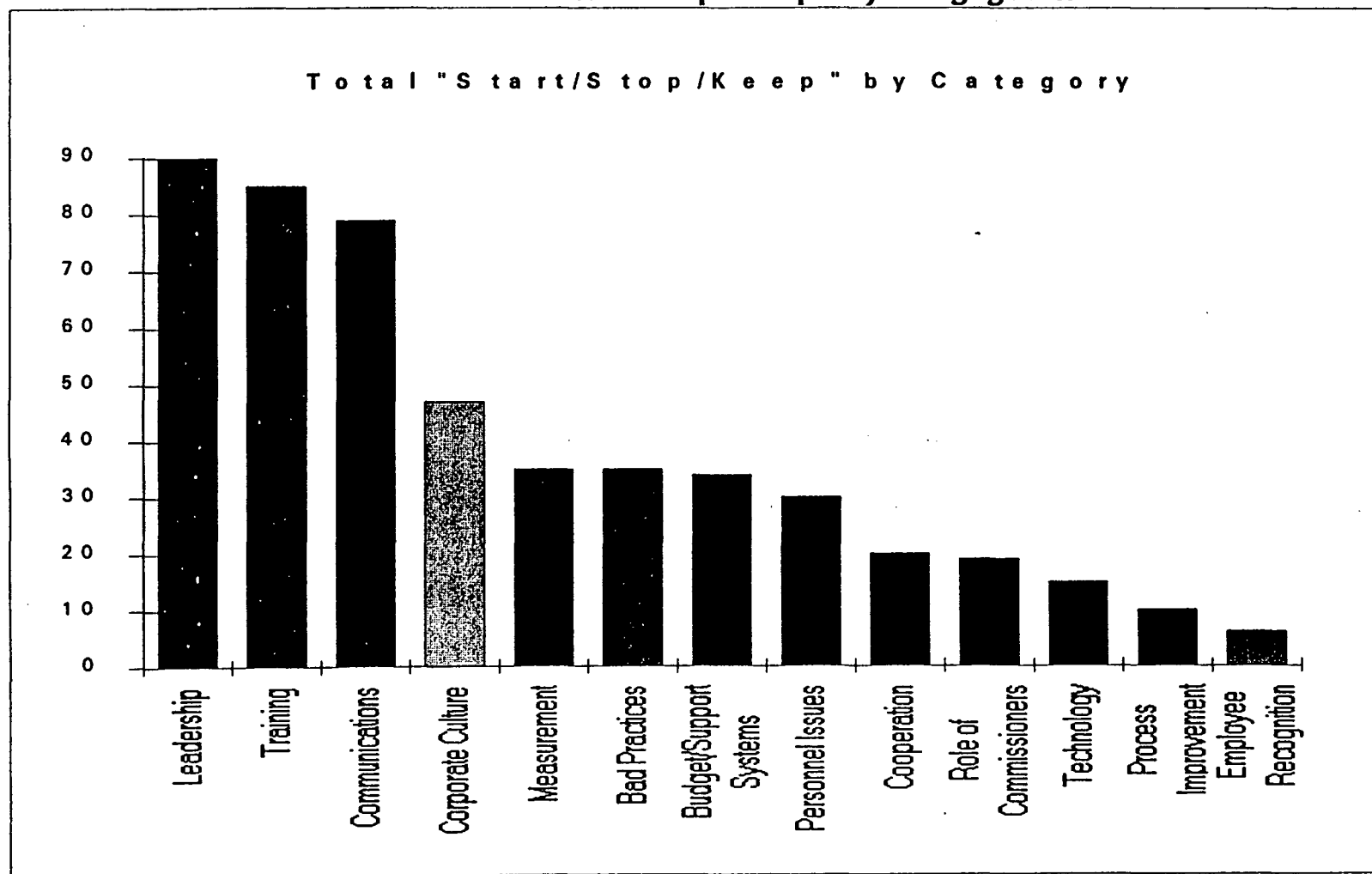
# PARETO CHARTS FROM ROADMAP VISION 2005 CONFERENCE

## "Keep" Suggestions by Category



# PARETO CHARTS FROM ROADMAP VISION 2005 CONFERENCE

Total "Start/Stop/Keep" by Categories



## BUD M - ADD PACKAGE

Department: NonDepartmental/MSS/Employee Services

Prepared by: Curtis Smith

Date: April 3, 1995

### 1. Topic

Department Rank \_\_\_\_\_

Training for customer-focused, outcome driven, accountable government.

### 2. Introduction

This program provides support for the County's training and employee development including the RESULTS (Reaching Excellent Service Using Leadership & Team Strategies) Campaign. The training plan is intended to achieve good government through customer excellence, employee empowerment and teamwork, and labor/management cooperation. It is a strategy of management working in partnership with labor, and is designed to earn Multnomah County a place as a national model of excellence. The training and development includes the following components:

- A. **Conducting a Training Workshop for Key Stakeholders.** Our 1994-95 workshop at PCC was so successful in orienting and training staff to quality improvement techniques that we believe it is worth continuing, with appropriate updates, for 1995-96. As we gain more in-house expertise, we will feature more in-house trainers and showcase more in-house quality programs at this event.
- B. **Continuing Project Grants to Nurture High-performance County Work Teams.** The strategy of sponsoring quality improvement project grants has served as a stimulus during 1994-95 to project teams who are ready to change their way of doing business. Continuing these grants for other teams in 1995-96 will enable us to foster, at modest cost, quality growth as new teams are started.
- C. **Reinforcing Successful Projects and Encouraging Quality Expansion through a Periodic Newsletter and Other Publicity as Appropriate.** The RESULTS newsletter and other publications are needed as tools for the County's quality movement. They will report quality trends, publicize training opportunities, and feature quality programs which have been activated within the County.
- D. **Piloting a Mentor Program.** For employees seeking advancement in the County, this program will facilitate the establishment of a coaching relationship with a more experienced County employee. That relationship will be advisory only, and provide an encouraging way for the employee to develop his/her career with us. While open to everyone, we believe there will be a significant affirmative action benefit from this program. An additional benefit will be to reinforce the mentoring and coaching roles in managers.
- E. **Investing in Quality-oriented Training for all Employees.** Creating better government through quality improvement requires helping employees learn how to use continuous quality techniques. This proposal includes training in the areas most needed to ensure increasingly better service delivery to our customers:



- Train 800 employees in Team Formation and Leadership.
- Train 400 employees in use of Quality Improvement Tools.
- Train 80 employees as Team Facilitators.
- Train 400 managers/supervisors in how their roles must change in a quality-oriented environment.
- Train 400 managers/supervisors in implementing the exempt pay ordinance: evaluation, coaching, accountability, model behaviors, etc.
- Train 450 employees in conflict management and mediation. Our consultant and our employees overwhelmingly agree that this is one of our greatest unmet training needs. Two pilot offerings in 1994-95 were enthusiastically received.
- Launch pilot mentorship program to enhance in-house promotability.

Each of these courses will build upon the County's continuing cultural diversity awareness courses by including the cultural diversity applications inherent in each skill taught.

Based upon the Design Team's readings and visits to employers with quality initiatives, as well as a recent needs assessment of employees, we believe that these are the training topics most crucial to the success of improved quality and customer service in Multnomah County. In addition, these courses will build upon the County's earlier investment in cultural diversity and the recommendations from Nesby and Associates by ensuring that all skills taught will be appropriate for service to an increasingly diverse customer base.

- F. Increasing Staffing Resources in the Training Section.** To support the RESULTS Steering Committee's Strategic Plan, Employee Services will need to develop and implement a corresponding County Training Plan and the new courses and programs listed above. An increase in our Training Section staff was approved in a 1994-95 budget modification and is included in this Add Package. A full-time Employee Services Specialist 1 is converted to a full-time Training Administrator with higher training and organizational development responsibilities, and a half-time Clerk is increased to full-time to accommodate the expanded training programs.

### **3. Background/Alternatives/Analysis**

One of the primary drivers of organizational excellence, in terms of exceeding customer needs, is the quality and skill level of our human resources. This is usually an organization's area of highest leverage, yet it is often neglected and not seen as an integral part of a continuous quality improvement effort.

Training is one of the means for implementing RESULTS. It is not the only way that the change to a high-performance organization will take place, but it is an imperative. We are asking our workforce to perform work in different ways, to use new tools to achieve ever-better performance and to continuously improve our ability to meet and exceed customer expectations. We must provide the knowledge and skills that are a threshold requirement for employees to do things differently.

We must be able to answer the questions: (1) How does our education and training serve as a key vehicle in building organizational learning and capacity and employee capabilities? . . .How will it address evaluation, key performance objectives, progression, and development of all employees?; and (2) How is our education and training designed, delivered, reinforced, and evaluated? . . .How are employees and line managers allowed to contribute to or be involved in determining specific education and training needs and in designing education and training? . . .How are knowledge and skills reinforced through on-the-job application? . . .and how are education and training evaluated and improved?

Alternative #1: **Do nothing.** This could stall the current movement toward excellence via RESULTS, and continue a workforce culture which tends to be very process oriented. This would be inconsistent with recent Board actions that emphasize measurable outcomes and excellent customer service.

Alternative #2: **Expand the RESULTS program.** This would begin to provide employees with the knowledge and skills needed to implement high performance work teams focused on results. It would be consistent with the direction set by the Board, as well as program budgeting and benchmarking.

#### **4. Financial Impact**

An increase of \$297,376 is requested for the second year of the RESULTS Campaign. Assuming the program proves successful and that implementation of the RESULTS Campaign may take 3 to 5 years to impact the total County, it is reasonable to assume continuing costs of about the same annual amount, adjusted for normal inflation. See the attached budget for line item details.

#### **5. Evaluation**

All training will be evaluated by the recipients of the training in terms of the existing BUD J for Employee Services/Training for all training classes. In addition, the success of individual project grants will be individually evaluated in accordance with their own evaluation designs, which will be part of the grant application. Finally, the entire training system will be mapped and regularly evaluated. Progress of departments on the benchmarks and key results areas will also be performance indicators.

**6. Legal Issues**

None are anticipated.

**7. Controversial Issues**

Level of resources required.

**8. Link to Current County Policies and Benchmarks**

This training proposal will help County employees and work teams gain the knowledge and skills they need to form themselves into high performance teams, to provide good management and accountable performance so that they can achieve their desired goals, as well as make an impact on County benchmarks. This program is also consistent with Employee Services Division's mission in countywide training, as described in that Division's BUD I. All proposed new training courses will be linked to the County's ongoing commitment to cultural diversity, in that each course will include how to use the skills taught in an increasingly diverse environment.

**9. Citizen Participation**

The RESULTS Advisory Committee, composed of citizen experts in the development of high performance work teams, endorsed this training program on February 16, 1994, and have continued to support increased investment in employee training. In addition, citizen experts are continually being recruited to help with our quality improvement efforts. For the period 12/93 through 1/95, the County has received pro bono services in the amount of \$24,525.

**10. Other Government Participation**

The project grants and training described above will encourage improved service delivery across traditional organizational boundaries, such as intersectional, interdivisional, interdepartmental, intergovernmental, and even across government/community lines. For example, Marion County and the City of Tacoma have shared with us many valuable details of their quality improvement programs.

BUDGET REQUEST-RESULTS		PREPARED BY Curtis Smith		
CURRENT BUDGET AND ADD PACKAGE		AGENCY	ORG	DATE PREP
LGFS Codes	100	050	7512	03/30/95
OBJECT DETAIL		CURRENT BUDGET	ADD PACKAGE	TOTAL RESULTS
5100 PERMANENT			37,311	37,311
5200 TEMPORARY				0
5300 OVERTIME				0
5400 PREMIUM PAY				0
5500 FRINGE			6,556	6,556
DIRECT PERSONAL SERVICES	0	0	43,867	43,867
5550 INS BENEFITS			3,470	3,470
TOTAL PERSONAL SERVICES	0	0	47,337	47,337
6050 COUNTY SUPPLEMENTS				0
6060 PASS THROUGH PAYMENTS				0
6110 PROFESSIONAL SERVICES		38,000	249,039	287,039
6120 PRINTING		3,950	1,000	4,950
6130 UTILITIES				0
6140 COMMUNICATIONS				0
6170 RENTALS				0
6180 REPAIRS & MAINTENANCE				0
6190 MAINTENANCE CONTRACTS				0
6200 POSTAGE				0
6230 SUPPLIES		6,250		6,250
6270 FOOD				0
6310 TRAVEL & TRAINING				0
6330 LOCAL TRAVEL & MILEAGE				0
6520 INSURANCE				0
6530 EXTERNAL D.P.				0
6550 DRUGS				0
6580 CLAIMS PAID/JUDGEMENTS				0
6610 AWARDS & PREMIUMS				0
6620 DUES & SUBSCRIPTIONS				0
6700 LIBRARY BOOKS & MATERIALS				0
7810 PRINCIPAL				0
7820 INTEREST				0
DIRECT MATERIALS AND SERVICES	0	48,200	250,039	298,239
7100 INDIRECT COSTS				0
7150 TELEPHONE				0
7200 DATA PROCESSING				0
7300 MOTOR POOL				0
7400 BUILDING MANAGEMENT				0
7500 OTHER INTERNAL SERVICES				0
7550 LEASE PAYMENTS TO C.L.R.F.				0
7560 MAIL/DISTRIBUTION				0
INTERNAL SERVICE REIMBURSEMENTS	0	0	0	0
TOTAL MATERIALS AND SERVICES	0	48,200	250,039	298,239
8100 LAND				0
8200 BUILDINGS				0
8300 OTHER IMPROVEMENTS				0
8400 EQUIPMENT				0
TOTAL CAPITAL OUTLAY	0	0	0	0
TOTAL DIRECT BUDGET	0	48,200	293,906	342,106
TOTAL EXPENDITURES	0	48,200	297,376	345,576

BUD 2

PERSONNEL DETAIL			ORGANIZATION NAME Training - Results Add Package			DATE PREPARED 03/30/95	
LGFS Codes:			Fund 100	Agency 050	Org 7512	PREPARED BY Curtis Smith	
FTE	JOB TITLE	JOB #	NAME	BASE	FRINGE	INS	TOTAL PERSONNEL COST
0.50	Office Assistant 2	6001	Foster, Gail	11,489	2,019	3,353	16,861
1.00	Training Administrator (UPGRADE OF EMP SERV SPEC 1)	INA	Vacant	25,822	4,537	117	30,476
1.50							
NOTE: FIGURES IN SHADED BOXES WILL TRANSFER TO CORRESPONDING LINE NUMBERS ON THE BUD 1 FORM.			PERMANENT	5100 37,311	6,556	3,470	47,337
			TEMPORARY	5200			
			OVERTIME	5300			
			PREMIUM	5400			
			TOTAL	37,311	5500 6,556	5550 3,470	47,337

# HUD2 SUMMARY

PERSONNEL SUMMARY		ORGANIZATION NAME			DATE PREPARED
		Training - Results Add Package			03/30/95
		Fund	Agency	Org	PREPARED BY
LGFS Codes:		100	050	7512	Curtis Smith
FTE	JOB TITLE	JOB NO.	BASE		
0.50	Office Assistant 2	6001	11,489		
1.00	Training Administrator (UPGRADE OF EMP SERV SPEC 1)	INA	25,822		
1.50		TOTAL	37,311		

OBJECT DETAIL		ORGANIZATION NAME			DATE PREPARED
		Training - Results Add Package			03/03/95
LGFS CODES:		Fund	Agency	Org	PREPARED BY
		100	050	7512	Curtis Smith
OBJECT CODE	EXPLANATION	AMOUNT			
6110	Professional Services				
	A. <u>Conduct Training workshop at PCC</u>	3,000			
	Inflationary costs only; remainder budgeted within constraint				
	B. <u>Continue Project Grants</u>	1,000			
	Inflationary costs only; remainder budgeted within constraint				
	D. <u>Launch Pilot Mentorship Program</u>	3,000			
	E. <u>Invest in Quality-oriented Training for all Employees</u>				
	Train 80 Department Team Facilitators, 5 day course @ \$400 each	32,000			
	Train 400 Managers/Supervisors in Role of the Manager in a Quality Environment, 1 day course @ \$75 each	30,000			
	Train 800 employees in Team Formation and Leadership, 1 day course @ \$75 each	60,000			
	Train 400 employees in the use of Quality Improvement Tools and Techniques, 1 day course @ \$75 each	30,000			
	Train 400 managers and supervisors in implementing exempt pay ordinance (evaluation, accountability, coaching, performance management, etc.) 1 day course @ \$75 each	30,000			
	Train 450 employees in Conflict Management/Mediation, 1/2 day course @ \$35 each	15,750			
	Department grants for quality training unique to Department areas	44,289			
	Subtotal	249,039			
6120	C. <u>Periodic Newsletter and Publicity</u>	1,000			
	Inflationary costs and 2 additional newsletter issues in 95-96				
	TOTAL	250,039			

**AGENDA PACKET BACKUP MATERIAL**

**FOR**

**5/31/95 BUDGET SESSION**

**ITEM WS-2**

**MEMO: VISION AND VALUES STATEMENT**

**FROM**

**CURTIS SMITH  
EMPLOYEE SERVICES DIVISION  
ADD PACKAGE**

**PLEASE INSERT INTO  
COMMISSIONERS AGENDA PACKET**

**THANK YOU!**

**CIRCULATED BY CARRIE PARKERSON**

**OFFICE OF THE BOARD CLERK**

**3:15 PM, TUESDAY, MAY 30, 1995**





# MULTNOMAH COUNTY OREGON

BEVERLY STEIN  
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

PURCHASING, CONTRACTS  
& CENTRAL STORES

(503) 248-5111

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

## MEMORANDUM

TO: Persons Participating in May 31 BCC Briefing

FROM: Curtis Smith, Employee Services Manager 

DATE: May 30, 1995

SUBJECT: Vision and Values Statement

My May 31 memo and packet addressed to the Board of County Commissioners, titled "Employee Development Add Package," inadvertently left out the attached Vision and Values Statement. Please insert it into that packet. Sorry for the inconvenience.

Attachment

F:\DATA\WPCENTER\PERSON\JSCS0249

BOARD OF  
COUNTY COMMISSIONERS  
1995 MAY 30 PM 3:07  
MULTNOMAH COUNTY  
OREGON

**Multnomah County, Oregon**

**VISION AND VALUES STATEMENT**

**The Vision**

The people of Multnomah County will acclaim us for the quality of our service delivery, our customer focus, and the value received for their tax dollars. Our employees will acclaim Multnomah County as an excellent place to work.

**The Values**

These are the values that will make our vision a reality:

**Excellent Service Delivery:** Our work will be characterized by an intense customer focus and partnership, clear communications, and streamlined procedures handled by employees who are accountable for their actions and committed to providing solutions. The result will be service which is responsive and accessible to the people of Multnomah County, and delivered flexibly, so that the service will appear integrated and seamless, even when multiple operating units are involved.

**An Excellent Place to Work:** The County will attract and retain a diverse workforce who are given the personal opportunity for involvement and shared empowerment to design and deliver their services. Our workplace will nurture this process through continuous learning, mentoring, teamwork, collaboration, and support for risk and change. The outcome will be a workforce confident in its skills, and possessing mutual trust and respect for one another. Job satisfaction will be common, because responsible employees will have ownership and accountability for their work.

**An Excellent Value for Taxpayers:** We are committed to responsible stewardship of taxpayer funds. Services in each program will be delivered in the most economical, efficient manner possible within the quality guidelines of that program.

Note: Underlined words were suggested by "Creating a Road Map to Quality" Conference on 4/14/95.

# Contract Processing Time Summary

October 23, 1994 to May 5, 1995

*Budget Session*

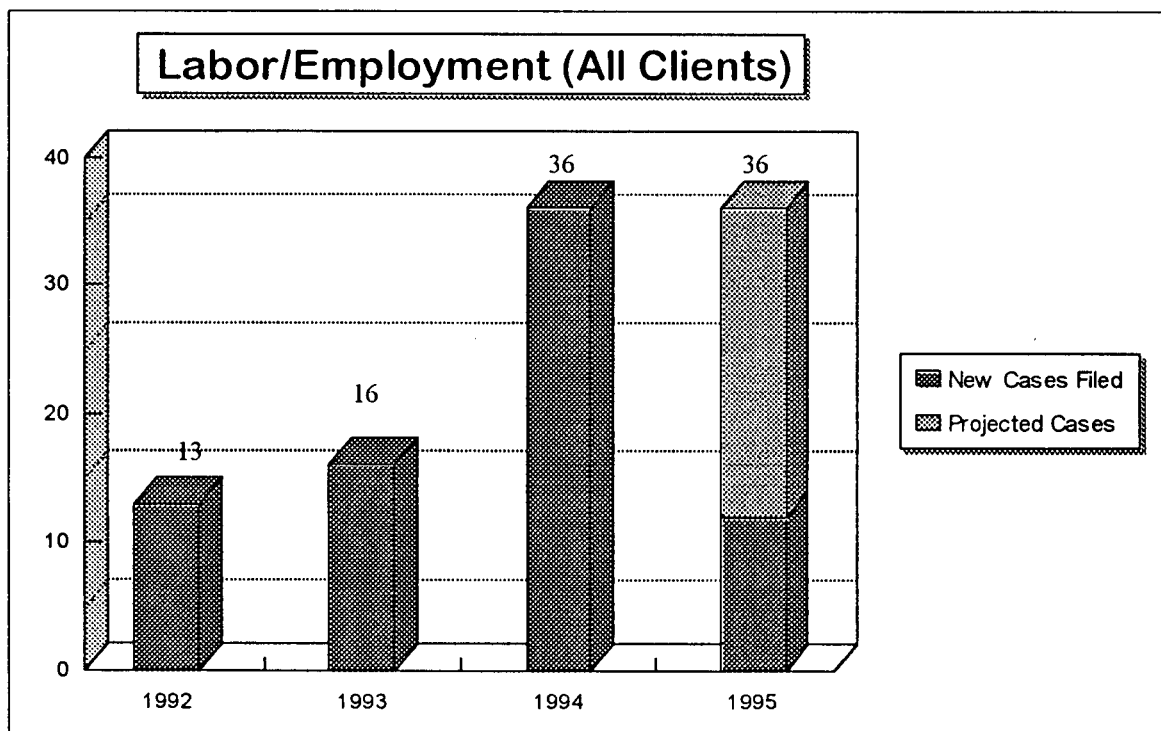
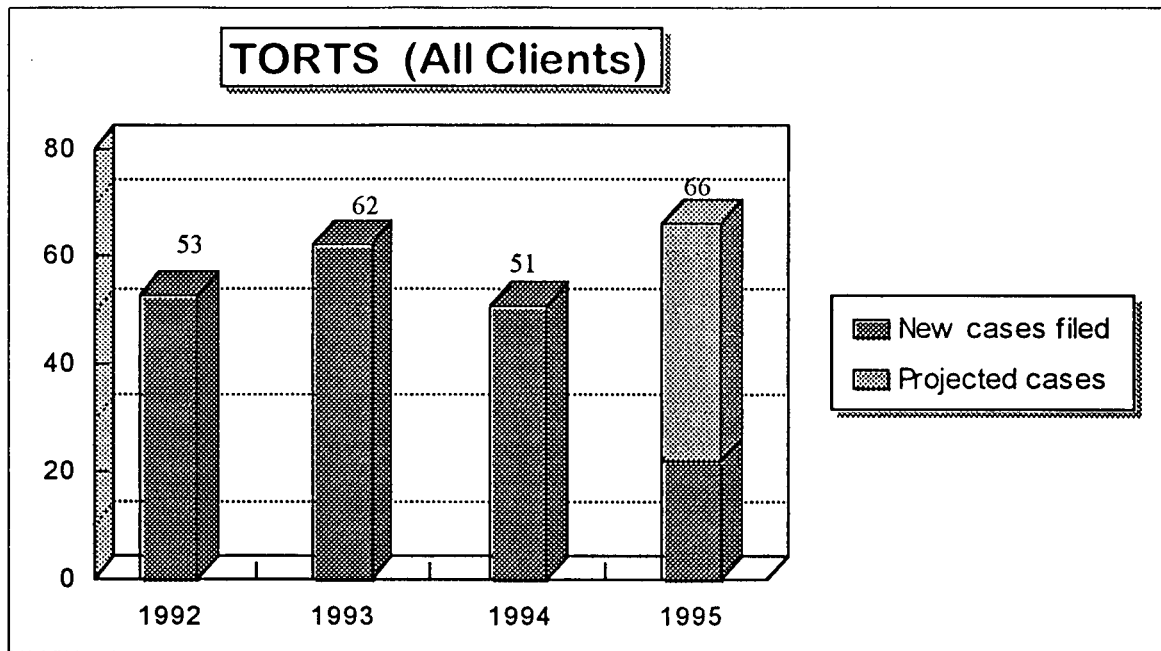
*5-31-95*

*Handout #2*

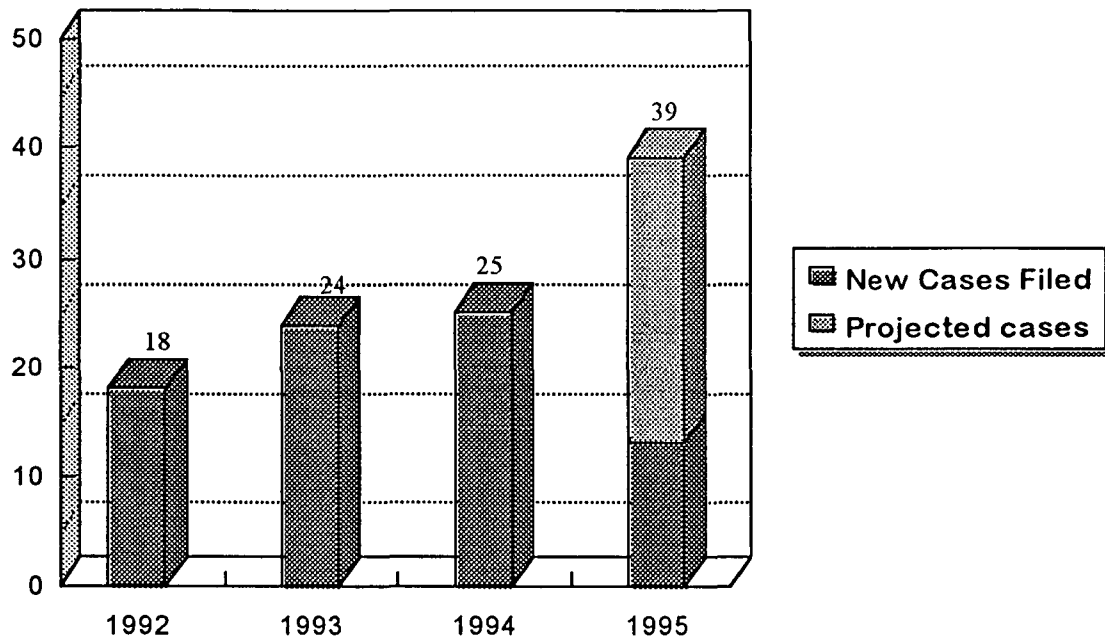
*WS-2*

ATTY	AVERAGE TIME	NO. OF CONTRACTS
DUBAY	4.07	75
DUFFY	4.50	4
GAETJENS	2.32	74
KRESSEL	1.82	116
RYAN	1.50	4
WEBER	4.04	25
Average:	2.74	298

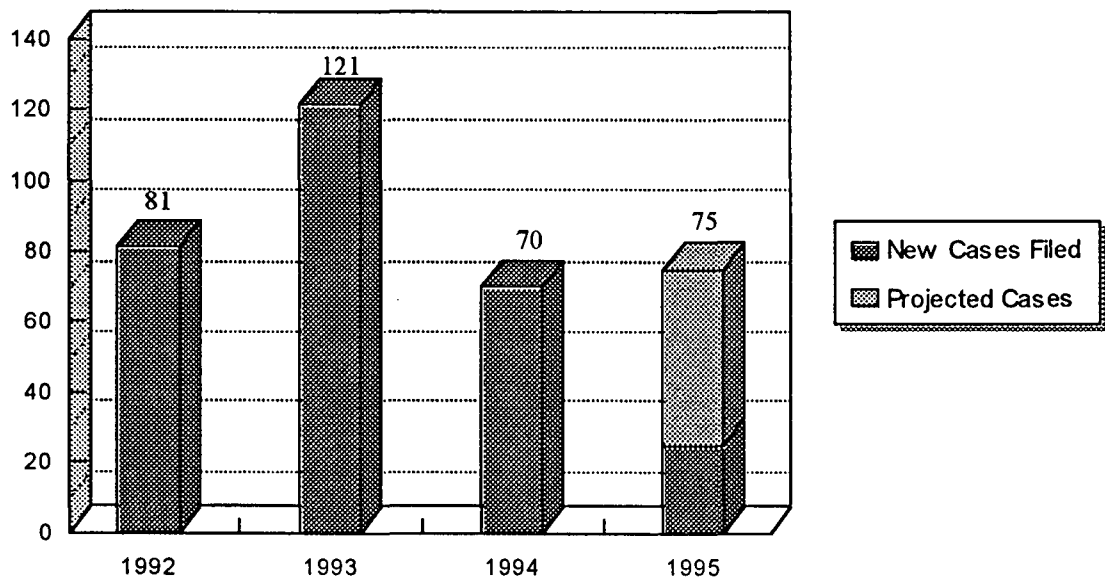
**Litigation Report - All Clients**  
**Multnomah County Counsel**  
**Calendar Years 1992-1995 (through April 30, 1995)**



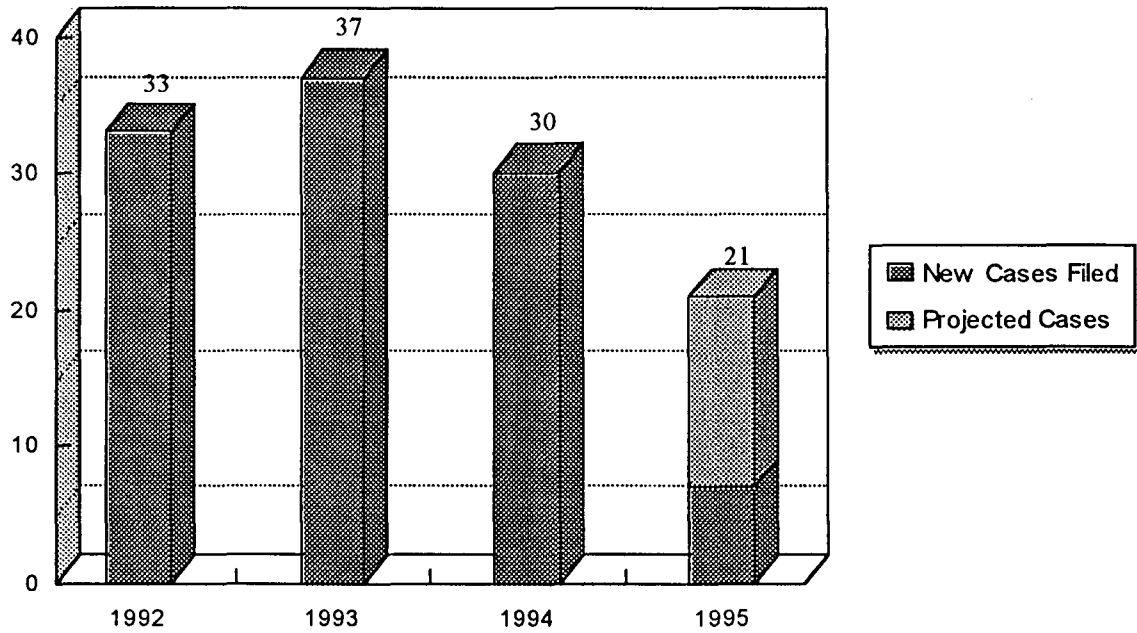
### Workers' Compensation (All Clients)



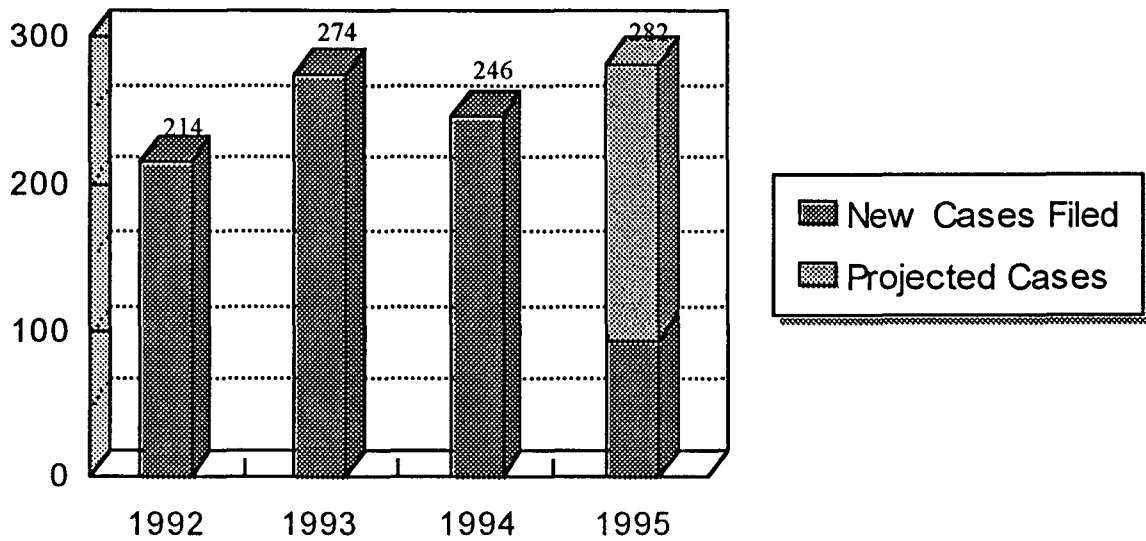
### Tax/Bankruptcy (All Clients)



### Other Cases (All Clients)



### All Litigation (All Clients)



**Office of County Counsel  
Client Services Report  
For the Month of February, 1995**

WORK TYPE	AS	BC	CC	CF	ES	HD	JJ	LB	MS	SH	SP	TOTAL BY WORK TYPE	% BY WORKTYPE
Contracts			0.6	10.8	10.8	9.9	0.2		3.0	0.3	0.2	35.8	3.2
County Legislation		39.2			0.5							39.7	3.5
Consultation	11.9		5.5	31.2	61.8	33.8	3.6		29.2	23.3		200.3	17.8
Litigation	0.3	11.3	21.8	10.4	154.5	152.4	2.8	0.8	19.2	284.1	8.7	666.3	59.2
Meeting		7.4	0.5	0.2	13.2	16.2			10.3	0.1		47.9	4.3
Opinion	1.5	62.9		0.4	23.3	0.5			1.7	7.9		98.2	8.7
State Legislation		0.4		0.4								38.2	3.4
TIME/DEPT	13.7	121.2	28.4	53.4	301.9	212.8	6.6	0.8	63.4	315.7	8.9	1126.4	100.0
%/DEPT	1.2	10.8	2.5	4.7	26.8	18.9	0.6	0.1	5.6	28.0	0.8	100.0	

**LEGEND**

AS - Aging Services  
BC - Board of County Commissioners  
CC - Community Corrections  
CF - Community and Family Services  
ES - Environmental Services  
HD - Health Department  
JJ - Juvenile Justice  
LB - Library  
MS - Management Support  
SH - Sheriff  
SP - Special

**Office of County Counsel  
Client Services Report  
For the Month of March 1995**

WORK TYPE	AS	BC	CC	CF	ES	HD	JJ	LB	MS	SH	SP	TOTAL BY WORK TYPE	% BY WORKTYPE
Contracts	0.3	0.4	0.8	10.8	28.4	15.3	0.3	0.4	8.3	0.3	0.1	65.5	4.4
County Legislation		9.9			6.3				4.0			20.2	1.4
Consultation	27.2	26.0	1.6	52.8	66.8	101.4	0.3		20.0	33.7	1.2	330.9	22.3
Litigation	10.5	6.4	39.4	18.4	267.9	50.7	5.8	1.3	39.4	422.0	0.7	862.4	58.1
							3.4						
Meeting	1.2	14.4		14.8	10.8	24.9			19.4	4.6	1.6	91.7	6.2
Opinion		13.3	6.5	2.3	25.1	2.8			0.1	4.9		55.0	3.7
State Legislation		7.0			40.6	0.5					10.9	59.0	4.0
TIME/DEPT.	39.2	77.4	48.3	99.1	445.9	195.6	9.8	1.7	91.2	465.5	14.5	1484.6	100.0
%/DEPT.	2.6	5.2	3.3	6.7	30.0	13.2	0.7	0.1	6.1	31.4	1.0	100.2	

**LEGEND**

AS - Aging Services  
BC - Board of County Commissioners  
CC - Community Corrections  
CF - Community and Family Services  
ES - Environmental Services  
HD - Health Department  
JJ - Juvenile Justice  
LB - Library  
MS - Management Support  
SH - Sheriff  
SP - Special



**Office of County Counsel  
Client Services Report  
For the Month of April, 1995**

WORK TYPE	AS	BC	CC	CF	ES	HD	JJ	LB	MS	SH	SP	TOTAL BY WORK TYPE	% BY WORKTYPE
	3.0	1.1	0.9	23.9	38.4	13.0	2.7	0.1	5.0	0.5	2.0	90.6	
Contracts													6.7
		17.3			113.9		1.5		18.1	23.0		173.8	
County Legislation													12.8
Consultation	8.9	31.5	6.4	19.3	0.5	75.9	2.7		1.6		6.3	153.1	11.3
Litigation	5.3	15.9	64.7	7.5	191.0	85.2	26.3	1.5	32.4	265.1	2.2	697.1	51.4
Meeting	4.0	14.6		5.0	8.7	8.9			12.9	0.8	1.0	55.9	4.1
Opinion	4.2	49.1	11.2		44.5	20.3			5.5		2.5	137.3	10.1
State Legislation		7.6			23.2				4.9		12.4	48.1	3.5
TIME/DEPT	25.4	137.1	83.2	55.7	420.2	203.3	33.2	1.6	80.4	289.4	26.4	1355.9	100.0
%/DEPT	1.9	10.1	6.1	4.1	31.0	15.0	2.4	0.1	5.9	21.3	1.9	100.0	

**LEGEND**

AS - Aging Services  
BC - Board of County Commissioners  
CC - Community Corrections  
CF - Community and Family Services  
ES - Environmental Services  
HD - Health Department  
JJ - Juvenile Justice  
LB - Library  
MS - Management Support  
SH - Sheriff  
SP - Special

EDGEFIELD STATION INC.: WORK PLAN 6/1/95 TO 5/31/96

*Budget Session  
5-31-95  
Handout #1  
WB-2*

1. TRANSPORTATION & PLANNING/ZONING												
TASK	C A L E N D A R											
	J J A S O N D J F M A M											
	R E P O R T O M U L T I N O M A C O U N T Y											
Work with Congressman Wyden & Senator Hatfield	X	X	X	X	X	X	X	X	X	X	X	X
Work with the City of Troutdale's Transportation System Plan Committee & the East Multnomah County Transportation Committee	X	X	X	X	X	X	X	X	X	X	X	X
Work with Metro & Multnomah County: Regional Transportation Plan	X	X	X	X	X	X	X	X	X	X	X	X
i. Work with JPAC and TPAC	X	X	X	X	X	X	X	X	X	X	X	X
ii. Work with ODOT regarding state plans related to The Station, e.g. Sandy Reconnect, freeway widening, etc..	X	X	X	X	X	X	X	X	X	X	X	X
Continue involvement in the Oregon Transportation Plan	X	X	X	X	X	X	X	X	X	X	X	X
Coordination with the Columbia River Scenic Area Management Plan		X	X	X	X	X	X	X	X	X	X	X
Work with Union Pacific & Mt. Hood Railroad in regards to the passenger rail	X	X	X	X	X	X	X	X	X	X	X	X
Work with the City of Troutdale in their Comprehensive Plan for appropriate land use designation	X	X	X	X	X	X	X	X	X	X	X	X
Work on grants				X	X	X	X	X	X	X	X	X
Public hearings (As needed)				X		X		X		X	X	X
Plan parking facilities								X	X	X	X	X
Update Site Plan										X	X	X
Other:												

EDGEFIELD STATION INC.: WORK PLAN 6/1/95 TO 5/31/96

2. FINANCE & STRUCTURE													
TASK	C	A	L	E	N	D	A	R					
	J	J	A	S	O	N	D	J	F	M	A	M	
Formation and work with task force	X	X	X	X	X	X	R	X	X	X	X	X	X
i. In kind service: architecture & engineering		X	X	X			P						
ii. Apply for grants for an architectural and engineering study, and a comprehensive economic study. Some potential funding sources are monies from OEDD, the RTP, Growth Management Monies, Lottery Dollars, etc..							O						
iii. Obtain parking facility funding							T	X	X	X	X	X	X
iv. Define financing options: public & private	X	X	X	X	X	X	M	X	X	X	X	X	X
iva. Define the relationships & roles of Multnomah County & The Station					X	X	L			X	X	X	X
v. Set priorities				X	X		N						
vi. Recommendation of options to ESI's Board of Directors & Multnomah County					X	X	O						
vii. Board of Directors of ESI & Multnomah County select option						X	H						
viii. Define legal structure							C	X	X	X			
ix. Tie legal structure to finance plan							O			X	X	X	
Work with the Oregon Economic Development Department (OEDD)	X	X	X	X	X	X	U	X	X	X	X	X	X
Other:							N						
							Y						

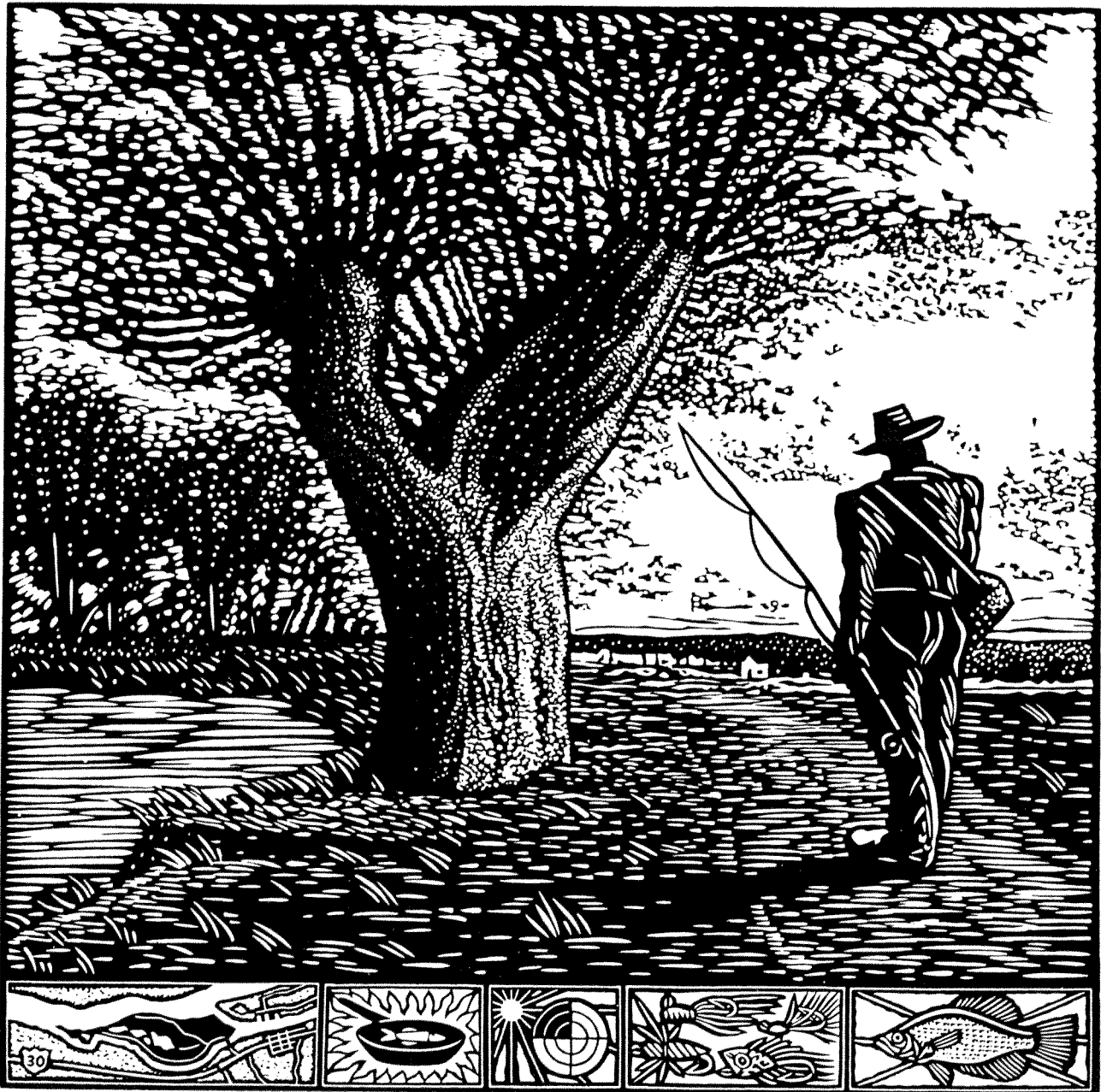
EDGEFIELD STATION INC.: WORK PLAN 6/1/95 TO 5/31/96

3. MARKETING & COMMERCE												
TASK		C	A	L	E	N	D	A	R			
	J	J	A	S	O	N		D	J	F	M	A
Identify target market & commercial groups	X	X	X	X	X	X	R					
i. Produce brochures to distribute to commercial trade groups	X	X					E					
ii. Create & update a database of commercial trade groups	X	X	X	X	X	X	P					
Make inquiries to potential developers		X	X	X	X	X	O	X	X	X	X	X
Conduct comprehensive economic study (contingent upon funding)			X	X			T					
Negotiations with developers and tenants							O				X	X
i. Financial negotiations							M				X	X
ii. Obtain Letters of Intent (hotel, theatre, retail, etc.)							U				X	X
Other:							L					
							T					
							N					
							O					
							M					
							A					
							H					
							C					
							O					
							U					
							N					
							T					
							Y					

EDGEFIELD STATION INC.: WORK PLAN 6/1/95 TO 5/31/96

4. PUBLIC AFFAIRS & PUBLIC RELATIONS													
TASK		C	A	L	E	N	D	A	R				
	J	J	A	S	O	N		D	J	F	M	A	M
							R						
Print and media updates	X	X	X	X	X	X	E	X	X	X	X	X	X
Report to four East Metro Cities			X				P			X			
Advisory Board Meetings: involvement of members in the four goal areas		X			X		R		X			X	
The Gresham Area Chamber of Commerce's Economic Summit						X	T						
Report to Multnomah County						X	O						
Public art: art selection group, site specific art, community design issues				X	X	X	M	X	X	X			
Visual art: technical information, materials & installation				X	X	X	U	X	X	X			
Other:							L						
							T						
							N						
							O						
							M						
							A						
							H						
							C						
							O						
							U						
							N						
							T						
							Y						

# Multnomah County



PACKET #21

Management Support Services

1995-96

Follow-up questions/packet

(distribution June 15, 1995)



GARY BLACKMER  
County Auditor

## MULTNOMAH COUNTY OREGON

### MEMORANDUM

DATE: June 9, 1995

TO: Beverly Stein, Multnomah County Chair  
Dan Saltzman, Commissioner, District 1  
Gary Hansen, Commissioner, District 2  
Tanya Collier, Commissioner, District 3  
Sharron Kelley, Commissioner, District 4

FROM: Gary Blackmer, County Auditor

SUBJECT: Issues related to Auditor's Office Budget

I requested \$20,000 be added to my FY95-96 budget to cover the costs of an architectural consultant to assist in a study of courthouse needs. The Board acknowledged the importance of such a study and described several conditions for approving the funds. Below are the conditions and the information I have been able to prepare to this point.

**The study should examine the possibility of judges sharing courtrooms.**

Attached is a general description of the scope for the study which Betsy Williams, M. Tamara Holden, and Doug Bray have reviewed and preliminarily approved. Section V. of the workplan will explore a variety of design considerations which could allow for optimal use of the facility. One of the issues that we will study is shared courtrooms.

**The study should examine the feasibility of siting multiple courthouses around the community.**

This issue is also included in our workplan for review in Section V.

**Ensure that the study has been coordinated with the Facilities Client Committee which is working on a facilities strategic plan.**

The Facilities Client Committee was not scheduled to meet before the date that this response was due. However, we will meet regularly throughout our effort with Betsy Williams, M. Tamara Holden, and Doug Bray who are all members of the Facilities Client Committee to ensure that our activities complement and do not duplicate the efforts of that committee.

**Explore the possibility of having the Facilities Fund pay for the study.**

Keri Hardwick of the Budget Office assisted us in our exploration of the possibility. Because the Facilities Fund is financed by General Fund dollars there would be no reduction in General Fund expenditures by having the Facilities Fund pay for the consultant costs. Related to this issue was whether the funds should be put in Betsy Williams budget. I have no problem with that alternative if the Board believes that some other advantage could be gained by doing so.

cc: Betsy Williams



# Review of Courthouse Facilities

## Proposed Audit Plan

### Purpose of audit:

The County is legally responsible for providing adequate space for the District and Circuit Courts with jurisdiction in Multnomah County. The County is presently exploring the needs and alternatives in providing for court's space requirements for the present and future. The purpose of this review is to determine the amount of square footage of space the County will need to provide for the court's future.

### Audit Process:

The following steps are needed to gain adequate information to prepare a report for County Managers in assessing the future space requirements of the courts. The effort will rely upon the Courthouse Taskforce to assist in setting scope, methodology, and assistance in understanding courthouse operations and needs. The project also includes the assistance of a courthouse architect to provide advice and technical expertise.

### Audit Steps:

#### I Current Usage of Courthouse

**A. Current usage of the courthouse:** Describe the present square footage of courthouse usage. Include description of the organization and function of the space usage, the square footage used and the number of persons using the space. Also include the frequency of usage (some spaces such as courtrooms will not be in continuous usage).

**B. Problems and inefficiencies in current courthouse:** Describe the present facility problems and inefficiencies for each of these areas. Identify whether the present space is adequate for the needs or requiring staff to work around problems to get their work done. Also consider the inefficiencies for court related services which are not presently in the courthouse, such as enough jail space, lack of adequate attorney/client meeting rooms and other court services. Include information on future maintenance, energy, and other costs and liabilities.

#### II Growth of Court Services

Review current literature and models for projecting future court needs. Use information from Justice 2020 or other sources. Show growth for the various functions of the courts if possible, such as criminal cases versus civil cases (as the needs for holding cells, and perhaps the size of courtrooms and other services may differ for the types of court usage).

### III Assessment of Future Court Facilities

Find criteria which would provide a basis for determining the amount of adequate space needed for the following areas, include an assessment for present needs based on the criteria and a projection into the future based on the above analysis.

1. Courtrooms and Direct Court Support such as courtrooms, jury rooms, judges' chambers, secretarial support
2. Court Administration including clerical staff and records
3. Law Library
4. Security - Sheriff
5. Holding Cells - Sheriff
6. Cashier for Bail and Parking Tags
7. Other

### IV. Court Related Services

**A. Determine the efficiencies and space needs of including the following related justice services in a new courthouse; also explore the possible expansion of current courthouse by removing some of the courthouse usage of related not court activities. Some of the court related services include:**

1. District Attorney
2. Community Corrections
3. Family Services
4. Juvenile
5. Public Defender

### V. Expansion and Flexibility

**Review possible design considerations to allow expansion and flexibility for use of courthouse facilities, such as:**

1. Shared courtrooms
2. Increased use of hearing rooms
3. Movable walls
4. Technology - video, digitized records, transportation, etc.
5. Relocating programs as court needs grow
6. Building designed for expansion
7. Multiple courthouses in community
8. Siting alternatives and impacts
9. Media issues
10. Other

### VI. Report Preparation

1. Prepare preliminary draft
2. Review with Courthouse Taskforce
3. Release report



# MULTNOMAH COUNTY OREGON

Chung  
Hoy

BEVERLY STEIN  
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


PURCHASING, CONTRACTS  
& CENTRAL STORES

(503) 248-5111

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

## MEMORANDUM

TO: Board of County Commissioners

FROM: Curtis Smith, Employee Services Manager 

DATE: June 6, 1995

SUBJECT: Follow-up Items from the MSS Budget Hearing on May 31  
(Employee Services Division Items)

1. *Provide the Board with four or five concise statements about the expected outcomes of RESULTS that the Board can discuss and come to agreement with.*
  - a. RESULTS is an initiative which will assist every worker to learn how to continuously improve his/her work processes, so that customers will be served better.
  - b. RESULTS will provide a way out of the dilemma of either raising taxes or "doing more with less." It will foster innovation and creativity; work will become more "fun" and productive. RESULTS will create a lasting mechanism for continuous improvement. Improving the quality of governmental services is the job of all County employees.
  - c. RESULTS will furnish managers and employees with tools and methods to actually measure their performance and use resources more efficiently.
  - d. Training in the RESULTS initiative will be evaluated immediately by participants, so that course improvement can be made without delay. It will also be evaluated by the impact it makes on workers' performance, that is, did it help workers improve their work processes, or deliver better customer service?
2. *Explain the proposed training package in light of the vision and values for RESULTS training, or suggest ways the training package can be modified to address departmental failings that RESULTS should impact.*

Perhaps the best single statement of the expected RESULTS outcomes is the "Vision and Values Statement." Its genesis was in the County-wide "Creating a Road Map to Quality" conference, as subsequently revised by the RESULTS Design Team. It is still in draft form for comment, and provides an exciting point of departure for discussion about where our quality efforts should lead us.

The Training Package which the Board reviewed is aimed at developing the knowledge and skills that our work force will need in order to make the Vision and Values a reality. Note especially the qualities underlined in the second value, "An Excellent Place to Work." Thus our training will be aimed at: (1) encouraging all employees in continuous learning; (2) more able employees coaching less able employees; (3) more experienced employees mentoring less experienced employees; (4) key employees facilitating the formation and growth of work teams; and (5) all employees working toward continuously improving work processes and customer service.

3. *Provide the most current draft of the RESULTS design.*

Attached is the draft Table of Contents of the RESULTS Strategic Plan. The chapters are being written during the month of June, and will be forwarded to the RESULTS Steering Committee for approval on July 1. However, the nature of the Plan's contents can be seen from a review of the Table of Contents. Suggestions for other topics to be included in the Plan are welcome.

The County workforce has already begun to blossom with quality improvement projects, some funded by RESULTS grants, and others within existing resources. Here are some examples:

- Aging Services improved instructions to service providers in the Adult Housing program, and experienced a 25% reduction in complaints.
- Community and Family Services consolidated and redesigned the County's contracting process, which resulted in being able to shift one staff person to other needed services.
- Misdirected letters to Purchasing Division for invoice payments were reduced by 65%.
- Central Stores reduced the number of required forms for purchase process from 14 to 5.
- The Southeast Health Clinic reduced the return time of patient phone calls from 3 to 4 hours to 20 minutes, causing patient complaints to cease.
- The East County Health Clinic converted an office into an exam room to serve 15 to 18 more patients per day; productivity increased 15%.
- The Northeast Health Clinic reduced missing/misplaced charts by 75%.
- Community Corrections reduced the time between intake and supervision from 20-25 days to 5-10 days (and sometimes same day) processing.

Attachments: Vision and Values Statement  
Table of Contents

**Multnomah County, Oregon**

**VISION AND VALUES STATEMENT**

**The Vision**

The people of Multnomah County will acclaim us for the quality of our service delivery, our customer focus, and the value received for their tax dollars. Our employees will acclaim Multnomah County as an excellent place to work.

**The Values**

These are the values that will make our vision a reality:

**Excellent Service Delivery:** Our work will be characterized by an intense customer focus and partnership, clear communications, and streamlined procedures handled by employees who are accountable for their actions and committed to providing solutions. The result will be service which is responsive and accessible to the people of Multnomah County, and delivered flexibly, so that the service will appear integrated and seamless, even when multiple operating units are involved.

**An Excellent Place to Work:** The County will attract and retain a diverse workforce who are given the personal opportunity for involvement and shared empowerment to design and deliver their services. Our workplace will nurture this process through continuous learning, mentoring, teamwork, collaboration, and support for risk and change. The outcome will be a workforce confident in its skills, and possessing mutual trust and respect for one another. Job satisfaction will be common, because responsible employees will have ownership and accountability for their work.

**An Excellent Value for Taxpayers:** We are committed to responsible stewardship of taxpayer funds. Services in each program will be delivered in the most economical, efficient manner possible within the quality guidelines of that program.

Note: Underlined words were suggested by "Creating a Road Map to Quality" Conference on 4/14/95.

# RESULTS STRATEGIC DESIGN (Table of Contents)

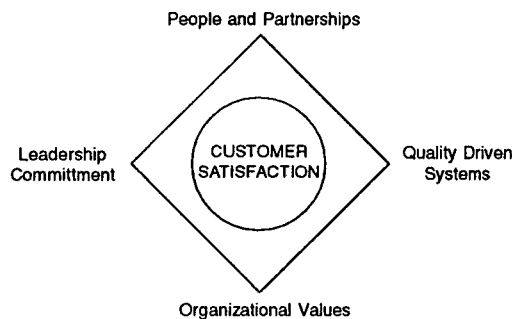
1. Introduction.

- What quality and this plan are.
- What quality and this plan are not.

2. Why RESULTS?

- Actions to date.
- What's in it for employees, managers, taxpayers, etc.?
- How will our lives change if we start now?

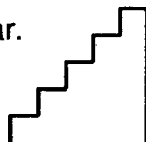
3. What: Our Vision and Values.



4. How: Baldrige criteria, including common pitfalls.

- Leadership.
- Information and analysis.
- Strategic quality planning.
- Human resources utilization.
- Quality assurance of products and services.
- Quality results.
- Customer satisfaction.

5. Goals by year.



6. Expectations NOW.

- What can employees do now?
- What can supervisors do now?
- What can top management do now?
- What can union leaders do now?
- What can elected officials do now?

Appendix A: A Quality Tool Kit.

Appendix B: References and Resources.



# MULTNOMAH COUNTY OREGON

BEVERLY STEIN  
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

PURCHASING, CONTRACTS  
& CENTRAL STORES

(503) 248-5111

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

## MEMORANDUM

To: Beverly Stein, Chair  
Tanya Collier, Commissioner  
Gary Hansen, Commissioner  
Sharron Kelley, Commissioner  
Dan Saltzman, Commissioner

From: Dave Boyer, Finance Director *DB*

Date: June 8, 1995

Subject: Budget Briefing Question

During the MSS budget meeting you wanted to know what the County's role in the Disparity Study is and what the consultants role is and the time line for completion.

### PROJECT TIME LINE:

Mason Tillman Associates, LTD. was selected as the firm to perform the Disparity and Employment Study. They have supplied us with a detailed project task timeline. The Disparity Study Report is scheduled to be complete in January 1996.

### COUNTY'S RESPONSIBILITIES:

The County is responsible for supplying Mason Tillman with the following. Most of the tasks will be completed by June 30, but some timelines have been extended and we will need some temporary help next fiscal year to collect the data.

- Current bidders list.

- Bidder lists for the prior three years.
- Current procurement policies and procedures.
- Listing of purchase orders for the last three years.
- Listing of contracts for the last three years, including any subcontracts. (This was scheduled to be completed by June, but will not be completed until next year.)

#### **CONSULTANT'S RESPONSIBILITIES:**

From the information provided above, Mason Tillman will do the following:

- Review and Assess bidders information.
- Prepare paper on Study's Legal Framework.
- Review construction contracting procedures.
- Determine Contractor utilization and identify Construction trades utilized.
- Conduct interviews and surveys.
- Document discrimination in the construction industry.
- Prepare policy and procedure recommendations.
- Conduct employment study.

The above is a brief overview of the responsibilities of County staff and Mason Tillman. Attached for your information is a detailed project task timeline. We have highlighted the tasks to be performed by the County.

If you have any questions or would like any additional information please contact me.

CC: Bill Farver  
Meganne Steele  
Dave Warren



MAR 8 RECD

March 3, 1995

MA  
Dave Boyer  
Finance Director  
1120 S.W. 5th Avenue  
Rm. 1430  
Portland, OR 97204

Dear Mr. Boyer:

Enclosed please find a copy of the project task timeline for the Oregon Consortium's Disparity and Employment Studies. We thought that it would be helpful for you to have a copy so you can see how the tasks have been disentangled and where your assistance will be needed.

We will be in Portland toward the end of the month and will be contacting you to set up meetings to discuss your role in the study and the information that we will need to collect from you. We look forward to meeting with you and would welcome any input that you may have on the timeline at that time.

In meantime there are two areas for which we need your assistance. Please send us a copy of your:

- current bidders list and the lists for the last three years to the extent that they differ from the current one;
- information about how often the list is updated,
- information on how you identify the businesses you place on the list, and
- any information regarding whether, and if so, how, you assess the level of contracts that a contractor may be able to perform (i.e. number of employees or bonding capacity).

This bidders list information is needed by March 13.

Also, please provide us with information about your requirements for contractors' qualifications. Such requirements could include bonding capacity or previous project experience. This information is needed by March 24, 1995.

1111 BROADWAY  
SUITE 2130  
OAKLAND, CA  
9 4 6 0 7  
(510) 835-9012  
FAX  
(510) 835-2647

Consortium Member Agency  
March 3, 1995  
Page 2

Thank you for your assistance. If you have any questions please feel free to call me at (510) 238-4675. We look forward to meeting with you later this month.

Sincerely,

A handwritten signature in cursive script, appearing to read "Debra Murphy Lawson", written over the typed name.

Debra Murphy Lawson  
Assistant Project Manager

Enc.

cc: Madelyn Wessel  
Deputy City Attorney

MASON TILLMAN ASSOCIATES, LTD.

MTA

1111 BROADWAY  
SUITE 2130  
OAKLAND, CA  
9 4 6 1 2

[illegible]

[illegible]

ID	Name	Feb '95	Mar '95	Apr '95	May '95	Jun '95	Jul '95	Aug '95	Sep '95	Oct '95	Nov '95	Dec '95	Jan '96
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
57	I.5 Write Paper on the Research Design												
58													
59	TASK J: PROVIDE EMPLOYMENT STUDY INTERVIEW												
60	PROTOCOL AND FIELD TEST												
61	J.1 Refine Research Questions												
62	J.2 Design Sample Respondent Profile and Select Respondents												
63	J.3 Field Test Interview Protocol												
64	J.4 Analyze Results and Revise Protocol												
65													
66	TASK K: DETERMINE WHETHER FOUR DIGIT SIC CODES												
67	FEASIBLE												
68	K.1 Review Early Scan Utilization Data to Determine Whether												
69	Four Digit SIC Codes Available												
70	K.2 Draft Memorandum												
71													
72													
73	DISPARITY STUDY TASKS												
74													
75	TASK 1: LEGAL FRAMEWORK												
76	1.1 Analyze Croson and its Progeny												
77	1.2 Review Recent Developments in Case Law												
78	1.3 Review any Discriminatory Legislation												
79	1.4 Review Lawsuits in Contracting Community												
80	1.5 Draft Legal Analysis												
81													
82	TASK 2: REVIEW CONSTRUCTION CONTRACTING												
83	PROCEDURES												
84	2.1 Request Purchasing Manuals												

— *Conky*

ID	Name	Feb '95	Mar '95	Apr '95	May '95	Jun '95	Jul '95	Aug '95	Sep '95	Oct '95	Nov '95	Dec '95	Jan '96
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
85	2.2 Review Contracting Procedures												
86	2.3 Review M/WBE Training Manuals												
87	2.4 Interview Agency Managers to Determine Contracting												
88	Procedures												
89	2.5 Analyze the Procedures and Policies												
90													
91	TASK 3: DETERMINE APPROPRIATE TIME FRAME												
92	3.1 Review Early Scan Utilization Data												
93	3.2 Review Non-DBE Program Information from ODOT												
94	and Tri-Met												
95													
96	TASK 4: DETERMINE UTILIZATION												
97	4.1 Acquire Contractor and Subcontractor Utilization Information												
98	4.2 Determine Utilization by SIC or Appropriate Industry Codes												
99	4.3 Analyze Utilization by Jurisdictions												
100	4.4 Classify Categories of Businesses Utilized by SIC Codes												
101	4.5 Determine Utilization for Each Service or Trade												
102	4.6 Prepare Statistical Analysis												
103													
104	TASK 5: IDENTIFY CONSTRUCTION TRADES UTILIZED												
105	5.1 Identify Construction Trades by Jurisdiction												
106	5.2 Determine Utilization by SIC or Appropriate Industry Codes												
107	5.3 Analyze Jurisdictions by Categories by SIC Codes												
108	or Other Appropriate Industry Codes												
109	5.4 Determine Contracting and Subcontracting Utilization for												
110	Service or Trade for Dollars and Numbers of Contracts												
111	5.5 Prepare Statistical Analysis												
112													

County

County

[illegible]



[illegible]

ID	Name	Feb '95 Feb	Mar '95 Mar	Apr '95 Apr	May '95 May	Jun '95 Jun	Jul '95 Jul	Aug '95 Aug	Sep '95 Sep	Oct '95 Oct	Nov '95 Nov	Dec '95 Dec	Jan '96 Jan
169	TASK 9: HISTORICAL												
170	9.1 Review Published Accounts of the Development												
171	of the Business Community												
172													
173	TASK 10: ANECDOTAL												
174	10.1 Hold Information Meeting to Introduce Study												
175	10.2 Conduct Mail Survey of Business Owners to Pre-screen												
176	10.3 Conduct 150 In-depth Interview of Business Owners												
177	20-30 of Emerging Small Businesses												
178	10.4 Transcribe Interviews												
179	10.5 Corroborate Oral Accounts												
180	10.6 Draft a Case Study on the Patterns and Practices												
181													
182													
183	TASK 11: DOCUMENT DISCRIMINATION IN THE												
184	CONSTRUCTION INDUSTRY												
185	11.1 Analyze Anecdotal Evidence from Tasks 2 and 10												
186	11.2 Prepare Patterns and Practices Accounts for Jurisdictions												
187													
188													
189	TASK 12: ENFORCEMENT OF LAWS												
190	12.1 Survey and Evaluate each Jurisdiction's Legal Provisions												
191	12.2 Survey State Legal Provisions												
192	12.3 Survey Local Laws and Ordinances by Conducting												
193	Interviews												
194	12.4 Obtain and Review Local Statutes and Ordinances												
195	12.5 Determine Factors that May Have Contributed to												
196	Non-Enforcement of Various Laws												

*County Involved*

*- County Involved  
- County Involved*

[illegible]

[illegible]