# PROPOSED BUDGET 2015

Volume 2 **Program Information by Department** 





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# Understanding Program Offers

This volume contains the program offers submitted by departments and funded in the budget. Each section is separated by department/division and contains the following items, in order:

- An introduction to the department along with budget trends and a division summary,
- Division narrative including significant changes by division,
- A list of all of the program offers in the department, and
- The department's program offers.

Program offers form the basis for County's budget process. They constitute a department's budget request and narrative budget, and provide the information that the Board of County Commissioners uses to select programs that will best serve the community.

"Nothing astonishes people so much as common sense and plain dealing." ~Ralph Waldo Emerson

# What Makes a Good Program Offer

A good program offer explicitly shows the relationship between the program and the desired results for services. Program offers should:

- Describe how they will make a significant contribution to the services indicated.
- Show why the County's spending on this program is effective the "bang for the buck."
- Show evidence the program can deliver and measure its results.
- Give performance measures that accurately track the program's contributions.
- Link the offer to the policy direction/frameworks.
- Describe program activities in layperson's terms.

Program offers are not about funding programs because these programs exist – they are about outcomes. They emphasize meeting the County's goals, not preserving the government status quo. The following paragraphs describe the configuration of each program offer and the major types of information each should contain.

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# Program Offer Description

Program Offer Justification

Performance Measures In Multnomah County's budget, a "program" is an organizational unit that provides services to the public or to other County departments or divisions. Its description should briefly and clearly explain the activities encompassed in the program offer. If the offer represents a change in current practice (a reorganization or change in staffing levels, service hours, etc.), it should briefly describe the nature of that change.

The justification should describe how the program will support the strategies outlined for the department or in known County policy frameworks. It should cite research, experience, or logic to convincingly make the case. If it is a new program, it should note how the department created its cost estimates.

"I have no data yet. It is a capital mistake to theorize before one has data. Insensibly one begins to twist facts to suit theories instead of theories to suit facts."

~Sir Arthur Conan Doyle, Sherlock Holmes

Every program offer includes two to four performance measures that indicate the level of service that the County can expect to receive if this program is selected. Two types of measures are required: the output, which represents the volume of work, and the outcome, which represents the measurable results of that work. For example, a hypothetical addictions treatment program for abused teenage girls might report the number of teenage girls who entered and received treatment (output), and the percentage of teenage girls who were clean and sober and completed their treatment plan upon exit (outcome).

Departments also have the option of including additional types of measures to better illustrate a program's performance. These can include resources other than staffing or finances (inputs), measures of the quality of service that's delivered, and measures of service efficiency in terms of cost or time. Using the addictions treatment example above, inputs might be reported as the number of treatment beds available to serve abused teenage girls. Quality could be reported as the percent of teenage girls that rated counseling staff as engaging and supportive, and efficiency might be reported as the cost to the County for each successful treatment completion.

The performance measures are organized in a uniform table in each program offer. The table identifies the type of measure, the measure's definition, and several cells to report the results. The cells present program history where available, annualized estimates of the current service level (what's being delivered at the time of printing, where available), and the anticipated target service level for the upcoming year if the program is selected. Additional supporting information, such as explanations as to notable changes in a program's performance, are located in the narrative section below the table.

## Legal and Contractual Mandates

Many program offers will be constrained by legal or contractual mandates. If a program offer is affected by a mandate, the mandate and its authorizing document (a statute, contract, etc.) should be noted.

## Program Costs (Revenue/ Expense Detail)

This area should show the cost to the County of providing the program, as well as the revenues generated by the program for its support. These costs include personnel, contracted services, materials and supplies, and internal services.

# Explanation of Revenues

This section explains how non-General Fund revenues or General Fund fee revenues were estimated. Revenue estimates should clearly demonstrate the reasonableness of the estimate.

## Significant Program Changes

This section details significant programmatic changes that affect the program—not financial changes up or down. Such changes might include the following information:

- Increases or decreases in the scope or level of services,
- Increases or decreases in net personnel resources (FTE's),
- Revenue increases or decreases, or
- How this change affects other departments and/or service delivery programs.

In this section you will find a link from this year's program offer to its predecessor, if applicable. Note that program offer numbering can change between fiscal years.

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# Types of Programs

Program offers are categorized based on the "type" of services they deliver. Program offers fall into one of the following groups:

- Administration
- Support
- Operating Program
- New/Innovative Program
- Program Alternative/Reconstruction
- Internal Service
- Revenue

Administration

Department- or division-level management and related expenses (i.e. office space, supplies, telephones, etc.). Direct program supervision is considered to be a part of the operating program (NOT administration), and could be included in the operating program's offer.

Support

An activity in a department that provides services directly to some or all operating programs within a department. Examples include the Health Department's pharmacy, which supports the various health clinics; the Library's Technical Services, which maintains the Library's materials and catalog systemwide; or the District Attorney's Human Resources unit.

Operating Program

An "on the ground" activity of the County. Includes front-line supervisors/ program managers with specific responsibilities for particular operating programs. An example would be the Health Department's Primary Care Clinics.

New/Innovative

"On the ground" or support activity the County currently does not perform.

Program
Alternative or
Reconstruction

A program that has been or is currently operated by one or more County departments that is proposed to be operated in a different way, by different providers, or with different business models.

Internal Service

Programs that support Countywide operations. Examples of these types of programs would be Fleet or Information Technology services.

Revenues

These programs are used to budget discretionary (primarily General Fund) revenues at the fund level. Program revenues are budgeted within the applicable program offer.

# Other Important Notes

# Characteristics of Program Offers

Reading through the program offers, one should keep in mind:

- Program Offer characteristics (e.g. backfill and offers requesting one-timeonly resources), and
- The way in which program offers are scaled.

**Backfill** - Backfill is defined as discretionary dollars (General Fund) applied to a program that formerly was funded by a grant, state, or other dedicated funding source. Explicitly identifying backfill allows the Chair and the Board to decide to partially or fully backfill expiring grants, state or federal funds with General Fund dollars.

**One-Time-Only Resources** - In most budget years, the County has a varying amount of one-time-only funds. These funds will not be available in the following years and thus should be spent on projects that do not have or have minimal ongoing expenses.

Measure 5 Education Offers - Multnomah County has General Fund revenues that are not derived from real property taxes. These revenues can be expended on educational services without violating the Constitutional limitation on spending real property tax for educational services. In order for the County to easily demonstrate that it has complied with the Constitutional limitation on spending for "educational services," departments can designate such programs so that they may be funded by non real property tax revenues.

# Scaled Program Offers

Program offers represent discrete increments of service and many County programs can deliver services at varying levels. For example, an Alcohol and Drug Treatment Program may be able to offer 100, 150 or 200 beds. Departments were asked, when appropriate, to provide decision-makers with the option to choose from those service levels. Looking at scaled program offers, one should consider:

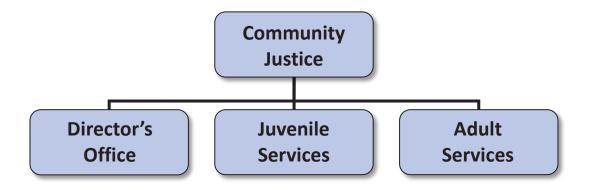
- The Base Level of Service Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service Program "B and beyond" represent incremental levels of service that buy additional outcomes. In the A&D treatment example, one increment could be 50 additional beds, and another, separate increment could be 100 additional beds.

## Department Overview

The Department of Community Justice (DCJ) serves a vital role in protecting public safety and strengthening our communities. DCJ intervenes to prevent the recurrence of crime among juvenile and adult defendants and offenders by supervising them and helping them to change problem behavior. DCJ provides supervision, sanctions, and treatment resources to youth, adults, families, and communities to address the underlying problems that drive crime. DCJ organizes their operations and aligns their resources around five strategic goals:

- Behavior Change We work with adult offenders and youth to reduce delinquent and criminal behavior;
- Accountability We hold adult offenders and youth accountable for their actions;
- Resource Management We direct our resources to delivering costeffective services;
- System Change We use advocacy and innovation to guide our workwith stakeholders to improve community safety and assure a fair and just system;
- Commitment to Victims and Community We respect and address victims' rights and needs and restore the community.

Consistent with the County's mission to be responsible stewards of public funds, DCJ actively manages limited resources in order to maximize services provided to the public. The department is dedicated to continuous improvement throughout the department by collecting, analyzing and utilizing performance data. DCJ consults evidence-based practices in their policy and program development. DCJ makes long-term investments in their employees through the provision of education and training. DCJ strengthens the County's commitment to the public safety system through public service and by working in collaboration with the courts, law enforcement, schools, treatment agencies, and the community.



## Budget Overview

The FY 2015 budget for the Department of Community Justice is \$89.7 million with 519.05 FTE. About 65%, or \$58.5 million, of the budget comes from the County General Fund, with the remaining 35%, or \$31.1 million, coming from other funds. From FY 2014 to FY 2015, the total departmental budget increased 0.4%, or \$0.4 million, and FTE increased 3.3% or 16.37 FTE. Other Fund revenue decreased by \$0.5 million.

Implementation of the Affordable Care Act and the resulting changes in health care delivery are expected to increase the availability of medicaid dollars to our health care partners. As a result, General Fund dollars that previously went to residential drug addiction and mental health programs in the form of Contractual Services (50012 - Addictions Services and 50010 - Adult Offender Mental Health Services) have been made available to fund the increased support service programs (50011 - Recovery System of Care and 50021 - Assessment and Referral Center) and additional Personnel Services.

Program offer 50041 - Mental Health Pilot - Supportive Housing is a new DCJ program funded with \$365,000 of one-time only General Fund that will provide supportive housing and case management to offenders with mental illness.

Additional information on these programs, as well as changes in other programs, can be found in the individual program offers.

<b>Budget Trends</b>		FY 2014	FY 2014	FY 2015	
	FY 2013	Current	Adopted	Proposed	
	<u>Actual</u>	<b>Estimate</b>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	499.55	502.68	502.68	519.05	16.37
Personnel Services	\$51,263,501	\$53,293,260	\$53,761,530	\$55,018,921	\$1,257,391
Contractual Services	17,083,322	18,282,682	19,788,223	18,804,670	(983,553)
Materials & Supplies	13,940,601	12,872,948	15,725,732	15,845,159	119,427
Capital Outlay	<u>5,183</u>	<u>11,000</u>	11,000	<u>11,000</u>	<u>o</u>
Total Costs	\$82,292,607	\$87,154,879	\$89,286,485	\$89,679,750	\$393,265

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances.

# Successes and Challenges

The Department of Community Justice continued to make investment to evidence-based programs delivering wraparound services to our adult offenders and youth involved in the juvenile justice system. These investments are resulting in positive outcomes, including a current recidivism rate of 22%. This rate is below the statewide average, even while we have the highest percentage of high risk offenders. We continue to work closely with our partners to invest in services needed by those under our supervision, continually monitoring outcomes and Evidence-Based Practices (EBP).

The Adult Services Division has been impacted by the passage of HB 3194, legislation intended to maintain Oregon's public safety system by directing savings from averted prison growth toward investments in our local communities and focus on implementing proven Evidence Based Practices (EBP). The passage of HB 3194 reinforces the direction taken by DCJ. ASD continues to make progress in the implementation of EPICS case management (Effective Practices in Community Supervision). Program fidelity is continuing to increase and we believe this model is one factor contributing to a decrease in jail use. DCJ has moved forward with the redesign of the Assessment and Referral Center (ARC). Begun in 2013, this redesign is providing additional and enhanced initial assessments for those individuals sentenced to probation or released from state and local custody. DCJ has continued investment in the Reentry Enhancement Coordination Program (REC). In fact, the REC program received HB 3194 funding in FY2014 and will continue to be funded with HB 3194 dollars in FY 2015, an acknowledgment from our public safety partners that this continues to be an effective program and worthy of investment.

The Juvenile Services Division was the first in the Federal Region 10 (consisting of Alaska, Washington, Idaho, and Oregon) to implement a Title IV-E claiming program for juvenile justice. It is anticipated that once fully ramped up, this funding source will generate approximately \$200,000 in quarterly revenue, which must be earmarked for juvenile services. This revenue will help sustain critical programs or help implement innovative or new programs, such as Youth Villages, an intensive, home and community based treatment program designed to divert youth from out of home placements. Results have been very positive, especially for youth of color. JSD saw positive results from reconfigured positions resulting in an increased presence in schools and engaging youth in new activities such as selling produce at a Farmers' Market.

In FY2015, DCJ, along with several other County departments, will struggle with the implementation of the Affordable Care Act. It is unclear how many offenders will be covered and what the true financial impact will be. The 2014 Legislative Session could present some challenging results for DCJ. House Bill 4134, if passed, will change the way Juvenile Crime Prevention funding is allocated. Funding will be dispersed through a grant allocation process, likely leading to a decrease in funding for DCJ. House Bill 4089, if not passed, could have a negative fiscal impact for DCJ's budget resulting in a loss of state funding.

# Diversity and Equity

The Department of Community Justice has made a long-term commitment to achieving organizational cultural competence which supports a diverse and equitable workplace. In FY 2014, DCJ created a new charter for the Diversity and Equity Steering Committee, reconstituting membership to include representation from every physical work site and major job classification. The Committee is a venue for employees to influence DCJ policies, practices, and procedures to ensure they reflect respect and inclusion for staff and clients. It has a broad charge, some of which are creating an annual training plan, using the equity lens, and creating an annual report including diversity of staff, clients, and services.

In addition to this major agency change in how we address diversity and equity for clients and staff, we have:

- Provided a full division workshop for juvenile department staff to address racial and workplace tension.
- Supported an ongoing study group at JSD following the workshop to build on positive changes.
- Included training on working with cultural competency at the agency learning day in August.
- Supported numerous staff in attending workshops dealing with racism and cultural competency.
- Sought out consultation to apply the Equity and Empowerment Lens as we: developed policy and practice for the new assessment and referral center; determined how to manage information about gang involvement in juvenile justice system data bases; and created a hiring process for a senior manager position.

# Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$13,117,292	\$0	\$13,117,292	52.50
Adult Services Division	28,057,742	22,354,417	50,412,159	298.15
Juvenile Services Division	17,370,327	8,779,971	26,150,298	168.40
Total Community Justice	\$58,545,362	\$31,134,388	\$89,679,750	519.05

#### Director's Office

The Director's Office provides policy, program, and fiscal direction to DCJ and ensures that DCJ is accountable to County residents, the Board of County Commissioners, and system partners. The Director's Office is responsible for the fiscal management of more than \$89 million in county, state, federal and private grant funds. The Research and Planning team promotes the use of evidence-based practices and data-informed decisionmaking at all levels of the department. Business Services provides support for sound budgeting, grants management, invoice processing, contracting, fee collection, medical billing, procurement for goods and services, and travel arrangements. The Business Applications and Technology (BAT) team directs the evaluation, selection, purchase, implementation and training of effective, innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports 664 regular, on-call, and temporary employees including the needs of management and members of three different unions. This team coordinates the development of policies, procedures, and internal investigations. Human Resources also manages 213 volunteers and interns, which provided over 14,929 hours of service to DCJ programs and service enhancing connectivity to the community last year.

# Significant Changes

The FY2015 budget is allowing for an investment in staff resources that will improve the customer service this division offers to the rest of the department. Program offer 5000-15 makes permanent 2 Project Managers that were limited duration positions in FY2014. Program Offer 50001 reflects an increase of 0.50 FTE Finance Specialist 1 which will take over client billing for Adult Services Monitor Misdemeanor program. Program Offer 50004 will result in an addition of a 0.50 FTE Program Aide to increase data collection and analysis capacity. Lastly, Program Offer 50005 includes an increase of 1.00 FTE Human Resources Analyst Senior which will provide an increased level of customer service to the department in processing and hiring employees.

## Juvenile Services Division

The Juvenile Services Division (JSD) protects the public, delivers cost- effective, evidence-based services to delinquent youth and their families, and promotes a fair, equitable and accountable juvenile justice system. JSD provides a continuum of juvenile services ranging from informal handling (diversion) and formal probation, shelter care, electronic monitoring, mental health assessments and care coordination, outpatient treatment staff, assessment and evaluation services, secure residential substance abuse treatment, and detention.

Although delinquency referrals have declined over the past decade, there remains a group of youth whose behavior warrants intervention from the juvenile justice system. Last year, JSD completed over 1,300 detention screens and approximately 447 youth were admitted to the Donald E. Long Juvenile Detention Home. Many of these youth arrive in crisis and require comprehensive wraparound services.

Annually, about 800 youth (referred for less serious criminal activity) are diverted from court and held accountable through case management, community service, paying restitution to victims, completing community-based educational/behavioral interventions, or receive a warning letter. Juvenile Court Counselors supervise about 300 youth on formal probation per day. JSD manages the higher-risk youth in this population with treatment services, custody sanctions, detention alternatives and accountability interventions.

# Significant Changes

The implementation of a Title IV-E Claiming Program is providing JSD the benefit of additional resources to keep kids connected to their families and home communities. Specific investments include an increase of 0.50 FTE Juvenile Counseling Assistant in Program Offers 50058 and 50059 serving both females and juvenile sex offenders on probation and 1.00 FTE Juvenile Counseling Assistant in Program Offer 50061 who will focus on our high risk juvenile population. Within our Juvenile Detention Services, Program Offer 50054-A, reflects an increase of 2.00 FTE Juvenile Custody Services Specialist and \$210,000 in increased funding for additional beds and transportation services. Several areas saw reductions. Program Offer 50052 saw a reduction of \$78,000 in state funding for mediation services. Program Offer 50057 reflects a decrease in funding from Portland Public Schools of \$60,000 due to the restoration of the 50/50 cost split of 2.00 FTE versus the 75/25 split the last few years. This program offer includes an increased investment of \$21,000 in restorative justice for victim offender mediation. Lastly, Program Offer 50026 has been reconfigured into the Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation. The program was redesigned in FY2014 from the Residential Alcohol and Drug program to an Assessment and Evaluation program which reduced BRS revenue, but is offset by cost reductions and additional of State DHS funding. The net result is in an increase in FY2014 of 4.00 FTE along with a contract reduction with the Morrison Center.

# Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 12,300 probationers and post-prison adult offenders in the community who have been convicted of felony and misdemeanor crimes. In addition, the Recog unit helped process about 37,000 cases per year. Together, these programs promote public safety while reducing County jail utilization. ASD's mission is to enhance community safety, reduce crime and change offender behavior by holding offenders accountable in a fair and just manner. ASD also effectively coordinates with public safety partners and ensures the safety of DCJ employees who supervise adult offenders. In accordance with best practices, ASD has specialized units for offenders who have been convicted of specific crimes or who have needs that require Probation and Parole Officers (PPO) with specialized training. These units are Domestic Violence, Gang, Mentally III, Gender Specific, Sex Offender and Very High Risk Supervision Team. Generic supervision units manage offenders with property and drug convictions, including robbery and burglary crimes. ASD enhances supervision with GPS/ electronic monitoring and computer forensics monitoring as needed. ASD manages supervised Community Service teams to strengthen offender accountability and provides community-based treatment services to address criminal risk factors. ASD provides services to help offenders develop pro-social skills, such as the Day Reporting Center and the Londer Learning Center for employment training and GED support services.

# Significant Changes

The FY 2015 budget reflects anticipated changes due to Healthcare Transformation. Specifically, this is resulting in a reduction of contracts amounts while maintaining current service level. Program Offers 50011-15 and 50021-15 increase our investment in direct services based on risk and recovery support services such as mentoring, employment, and housing and reflects State Revenue reductions. Program Offer 50041-15 will create a pilot project providing supportive housing for our mentally ill offenders. We are also investing in staff resources. Program Offer 50016-15 is adding 2.00 FTE Probation/Parole Officers to support our EPICS case management model. In addition, we are adding staff resources in those programs focusing on the initial stages of a probationer/parolee's entry into our system. Specifically we are adding a new 1.00 FTE Probation/Parole Officer to Program Offer 50018-15 and adding 1.00 FTE Probation/Parole Officer and 1.00 FTE Records Technician to Program Offer 50021-15. Lastly, we are increasing investing in our misdemeanant compliance by adding 1.00 FTE Probation/Parole Officer to Program Offer 50038. Program Offer 50039-B reflects the continuing program implementation and a reduction of anticipated supervision fee revenue.

Department of Community Justice
The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order by division.

Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Director's O	ffice				
50000	DCJ Director's Office	\$1,316,863	\$0	\$1,316,863	8.00
50001	DCJ Business Services	2,558,236	0	2,558,236	17.20
50002	DCJ Business Applications & Technology	6,537,965	0	6,537,965	6.50
50003	DCJ Crime Victims Unit	516,829	0	516,829	4.00
50004	DCJ Research & Planning Unit	648,114	0	648,114	5.50
50005	DCJ Human Resources	1,539,286	0	1,539,286	11.30
Adult Servic	es Division				
50010	Adult Offender Mental Health Services	717,947	0	717,947	0.00
50011	Recovery System of Care	1,763,890	797,664	2,561,554	0.00
50012	Addiction Services - Adult Offender Residential	2,703,835	0	2,703,835	0.00
50014	Addiction Services - Adult Drug Court Program	771,235	214,442	985,677	0.00
50015	Adult Chronic Offender Program - City Funding	0	726,000	726,000	0.00
50016	Adult Services Management	1,869,936	0	1,869,936	11.00
50017	Adult Recog Program	1,478,264	0	1,478,264	15.00
50018	Adult Pretrial Supervision Program	1,565,718	0	1,565,718	15.00
50019	Adult Forensics Unit	320,885	0	320,885	2.00
50020	Adult Parole/Post Prison Violation Hearings & Local Control	1,170,112	1,078,189	2,248,301	12.00
50021	Assessment and Referral Center	2,907,719	4,847,631	7,755,350	35.50
50023A	Adult Field Generic Supervision (Level 1&2)	3,503,073	5,753,770	9,256,843	67.38
50023B	Employment Transition Services for African American Males	119,249	0	119,249	0.00
50024	Adult Mentally III Offender Supervision	776,085	0	776,085	6.00
50025	Adult Sex Offender Supervision & Treatment	457,779	1,918,629	2,376,408	15.50

Department of Community Justice
The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order by division.

Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Adult Service	es Division (cont.)				
50026	Adult Domestic Violence Supervision	1,122,631	1,533,090	2,655,721	19.50
50027	Adult Family Supervision Unit	1,163,105	29,000	1,192,105	10.00
50028	Adult Day Reporting Center	373,314	1,561,785	1,935,099	18.00
50029	Adult Electronic Monitoring	380,044	0	380,044	3.00
50030	Adult Property Crimes Programs (RAIN & START)	227,336	1,738,503	1,965,839	7.87
50031	Community Service - Formal Supervision	957,958	333,167	1,291,125	10.50
50032	Adult Community Service - Bench Probation	260,203	0	260,203	3.00
50033	Adult Londer Learning Center	0	802,622	802,622	8.40
50034	Adult Field Services - Medium Risk Generic Supervision	541,140	82,000	623,140	6.00
50035	Support to Community Court	89,093	0	89,093	1.00
50036	Adult Domestic Violence Deferred Sentencing	87,533	0	87,533	1.00
50037	Adult Sex Offender Reduced Supervision (SORS)	0	148,343	148,343	1.00
50038	Adult Generic Reduced Supervision (Casebank)	971,967	404,000	1,375,967	13.00
50039A	Monitor Misdemeanor Program	0	278,482	278,482	3.00
50039B	Enhanced Monitored Misdemeanor Probation	273,922	107,100	381,022	4.00
50040	Adult Effective Sanctioning Practices	1,118,769	0	1,118,769	9.50
50041	Mental Health Pilot - Supportive Housing	365,000	0	365,000	0.00

# **Community** Justice

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Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Juvenile Serv	vices Division				
50050	Juvenile Services Management	1,575,216	197,416	1,772,632	10.50
50051	Juvenile Services Support	2,504,816	0	2,504,816	16.00
50052	Family Court Services	112,101	1,035,428	1,147,529	8.59
50053	Family Court Services - Supervised Parenting Time	154,782	209,377	364,159	2.31
50054A	Juvenile Detention Services - 64 Beds	7,267,659	1,076,729	8,344,388	64.50
50054B	Juvenile Detention Services - 16 Beds	706,924	0	706,924	6.00
50055	Community Monitoring Program	294,823	342,727	637,550	0.00
50056	Juvenile Shelter & Residential Placements	84,215	604,330	688,545	0.00
50057	Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)	1,380,979	117,330	1,498,309	12.00
50058	Juvenile Female Probation Services	145,451	248,158	393,609	3.50
50059	Juvenile Sex Offender Probation Supervision and Treatment	670,144	187,332	857,476	4.50
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	594,769	594,769	0.00
50061	Juvenile High Risk Unit - RISE	395,208	1,008,187	1,403,395	11.00
50062	Juvenile Low Risk Unit	213,918	0	213,918	2.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	666,912	1,275,465	1,942,377	13.50
50064	Juvenile Assessment & Treatment for Youth & Families (ATYF)	94,915	1,142,997	1,237,912	9.00
50065	Juvenile Culturally Specific Intervention	304,003	152,343	456,346	0.00
50066	Juvenile Community Interface Services	<u>798,263</u>	<u>587,383</u>	<u>1,385,646</u>	5.00
	Total Community Justice	\$58,545,362	\$28,822,406	\$89,679,750	519.05



#### Program #50000 - DCJ Director's Office

4/18/2014

**Department:** Community Justice **Program Contact:** Scott Taylor

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Director's Office provides the Department of Community Justice (DCJ) with the policy, program and fiscal direction to achieve its mission of enhancing community safety and reducing criminal activity. DCJ is a 24-hour operation with about 664 permanent, on-call, and temporary employees. The Director's Office also coordinates over 200 volunteers provided throughout DCJ. The Director's Office provides leadership, communication, and coordination across the Department's Divisions.

#### **Program Summary**

The Director's Office monitors the daily operations of an agency that provides supervision and treatment resources to youth, adults, families, and communities to address the underlying issues and problems that drive crime. It is the role of the Director's Office to hold the Department accountable to county residents, the Board of County Commissioners and system partners. From intake and assessment through discharge, the youth, adults, and families receive a continuum of services to help them reintegrate into their communities.

In 2013, DCJ supervised over 12,220 probationers and post-prison adult offenders annually in the community who have been convicted of felony and misdemeanor crimes. Our Recognizance unit also helped process about 37,000 cases per year. Our Juvenile Services Division operates the Donald E. Long Juvenile Detention Facility, a regional facility that houses up to 64 youth daily. In 2013, this equaled up to 447 youth. This division provided daily community supervision for approximately 300 youth. Our Family Court Services program provided services to over 1,300 at-risk families as they went through separation and divorce.

This area also provides evaluation services, contract monitoring, coordination of professional development, and strategic planning across divisions. It is the responsibility of the Director's Office to create an organizational culture that values evidence-based practices and continuous quality improvement. Through collaboration with partner agencies, shared public safety goals are continuously evaluated and pursued.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of adult offenders supervised annually	12,224	12,300	12,300	12,300			
Outcome	Percent of offenders not recidivating one year post admit to supervision	86%	87%	87%	87%			
Output	Number of youth with criminal cases disposed annually	1667	1500	1550	1550			
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	76%	70%	72%	75%			

#### **Performance Measures Descriptions**

Recidivism is based on new felony convictions.

For number of referrals received annually, see offer 50051 - Juvenile Services Support.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,108,469	\$0	\$1,119,206	\$0
Contractual Services	\$109,586	\$0	\$109,586	\$0
Materials & Supplies	\$82,872	\$0	\$71,649	\$0
Internal Services	\$16,136	\$0	\$16,422	\$0
Total GF/non-GF	\$1,317,063	\$0	\$1,316,863	\$0
Program Total:	\$1,317,063		\$1,31	6,863
Program FTE	7.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$91,271	\$0	\$0	\$0
Total Revenue	\$91,271	\$0	\$0	\$0

#### **Explanation of Revenues**

County General Fund

#### **Significant Program Changes**

Last Year this program was: 50000 DCJ Director's Office

This program offer reflects a net increase of 1.00 FTE. During FY 2014 1.00 FTE Program Specialist transferred to another DCJ program (refer # 50004-15). For FY 2015 2.00 FTE Project Managers are added (in FY 2014 these positions were limited duration).



#### Program #50001 - DCJ Business Services

4/18/2014

**Department:** Community Justice **Program Contact:** Joyce Resare

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Department of Community Justice (DCJ) Business Services provides administrative and business services to the Department through exercising sound, accurate and transparent financial management.

#### **Program Summary**

DCJ is funded by a variety of federal, state, local and other grant sources. A primary responsibility of Business Services is to integrate these resources to develop a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

DCJ Business Services include budget development; analysis and tracking; administration of the Department's budget and numerous revenue streams; financial policy development and oversight; grants financial oversight; accounts receivable; accounts payable; medical billing; travel and training; and procurement and contract development and administration support.

Business Services also continually monitors departmental spending throughout the budget cycles so that spending occurs within designated spending limits. This area also sees that cash handling and accounting are closely monitored, ensures compliance with grant financial requirements, that contracts meet County Attorney standards and provide legal authority to procure goods and services for the programs. Business Services participates in cross-county teams such as the County Operations Council, Purchasing/Contract Committees and the Finance Users Group.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Percent of invoices paid in 30 days or less	72%	80%	75%	75%	
Outcome	Percent spending within legal appropriation (total budget)	100%	100%	100%	100%	

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,593,851	\$0	\$1,642,312	\$0
Contractual Services	\$3,789	\$0	\$3,405	\$0
Materials & Supplies	\$73,417	\$0	\$71,521	\$0
Internal Services	\$768,735	\$0	\$840,998	\$0
Total GF/non-GF	\$2,439,792	\$0	\$2,558,236	\$0
Program Total:	\$2,439,792		\$2,55	8,236
Program FTE	16.70	0.00	17.20	0.00

Program Revenues						
Fees, Permits & Charges	\$5,000	\$0	\$5,000	\$0		
Other / Miscellaneous	\$2,101,156	\$0	\$2,037,789	\$0		
Total Revenue	\$2,106,156	\$0	\$2,042,789	\$0		

#### **Explanation of Revenues**

County General Fund which includes Department Indirect Revenue of \$2,037,789 based on indirect rate of 8.29% of total allowable expenditures in the federal/state fund; Fee revenue of \$5,000 deposited into the General Fund. Revenue is unanticipated and not program related. Assuming same budget amount as FY 2014.

#### Significant Program Changes

Last Year this program was: 50001 DCJ Business Services

This program offer reflects an increase of 0.50 FTE Finance Specialist 1 in FY 2015.



#### Program #50002 - DCJ Business Applications & Technology

4/18/2014

Department: Community Justice Program Contact: Michael Callaghan

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Business Applications and Technology (BAT) section supports the implementation and use of new and existing information systems and data reporting tools which increases the effectiveness of staff and improves the delivery of services to clients. BAT also manages the Court Appearance Notification System (CANS), a collaborative, multi-jurisdictional program designed to reduce offenders' rate of failure to appear (FTA) in court through the use of automated telephone reminders and alerts.

#### **Program Summary**

The BAT program provides oversight for evaluation, selection, purchase and implementation of effective, innovative technology solutions. BAT collaborates with partner agencies from local, state and federal governments as well as private service providers in order to develop system-wide technology solutions for data sharing. Team members of BAT work to foster the use and understanding of data management and reports for decision making and facilitate a variety of information system trainings that enhance the Department of Community Justice's (DCJ) operations.

CANS works by reminding defendants of upcoming court hearing dates, times and locations which help to reduce FTAs and costs to the various enforcement agencies. The automated system also alerts offenders of payments due on restitution, compensatory and/or supervision fees, and appointments with their Parole/Probation Officers (PPO). CANS regularly monitors and reports program performance to the Local Public Safety Coordination Council (LPSCC) and the Criminal Justice Advisory Committee (CJAC).

This program offer contains services provided by the County's Information Technology organization which facilitate support information needs of the Department, system partners and the public. This includes development and maintenance of information systems to support business needs and easy access to data and other support services in order for DCJ to effectively utilize technology. This program also provides for the purchase and replacement of computer equipment, software and technology tools.

Through innovative technological solutions and wise technology investments, the Department is better equipped to promote community safety and reduce criminal activity. This program demonstrates effective agency collaboration and fiscal responsibility.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	IT Projects that were identified and prioritized by Business Applications Team	new	new	16	17		
Outcome	Percent of IT Projects that were completed in less than 12 months	new	new	19%	31%		
Outcome	Percent of circuit court notifications that appear in court	91%	90%	90%	90%		

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$715,349	\$0	\$747,472	\$0
Contractual Services	\$135,550	\$0	\$105,550	\$0
Materials & Supplies	\$178,117	\$0	\$177,337	\$0
Internal Services	\$5,556,287	\$0	\$5,507,606	\$0
Total GF/non-GF	\$6,585,303	\$0	\$6,537,965	\$0
Program Total:	\$6,585,303		\$6,53	7,965
Program FTE	6.50	0.00	6.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

County General Fund

#### **Significant Program Changes**

Last Year this program was: 50002 DCJ Business Applications & Technology



#### Program #50003 - DCJ Crime Victims Unit

4/18/2014

**Department:** Community Justice **Program Contact:** Ginger Martin

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Community supervision serves three main purposes: 1) holding the offenders accountable, 2) making positive changes in offender behavior, and 3) protecting the rights of victims and the larger community. The Crime Victim's Unit coordinates and enhances each division's response to the crime victim advocate community and to the individual crime victims of offenders on supervision.

#### **Program Summary**

The Crime Victim Services Unit is responsible for advancing the goals of the Department of Community Justice (DCJ) Strategic Plan related to our long-term commitment to crime victims' rights and needs. The Crime Victims Unit is responsible for problem-solving to improve responsivity to crime victims both within DCJ and across our public safety partners.

This unit collaborates with public safety agencies and community partners as well as DCJ staff to develop a more coordinated system response to crime victim issues. The unit is charged with making sure DCJ is acting in compliance with the rights of crime victims in accordance with Oregon statutes, reaching out to crime victims and providing information about the offender and the corrections system if desired, improving the collection of restitution, and providing emergency assistance to crime victims. The unit also provides training to DCJ staff on crime victim's rights, restitution collection, and becoming more responsive to crime victims. Lastly, this unit includes a position devoted specifically to the Commercial Sexual Exploitation of Children (CSEC) project that was introduced in last year's budget. This is a multi-jurisdictional system collaborative process that includes social services leaders, elected officials, state policy makers, criminal justice system representatives, citizens, and survivors.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of letters sent to victims of probation cases	new	new	2300	2300			
Outcome	Percent of letters sent compared to the number of court cases	new	new	95%	95%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$388,078	\$0	\$431,121	\$0
Contractual Services	\$80,000	\$0	\$80,000	\$0
Materials & Supplies	\$1,140	\$0	\$5,415	\$0
Internal Services	\$0	\$0	\$293	\$0
Total GF/non-GF	\$469,218	\$0	\$516,829	\$0
Program Total:	\$469,218		\$516	5,829
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

County General Fund

#### **Significant Program Changes**

Last Year this program was: 50003A DCJ Crime Victims Unit

and 50003B DCJ Crime Victims Unit-Expanded Collaboration



#### Program #50004 - DCJ Research & Planning Unit

4/18/2014

**Department:** Community Justice **Program Contact:** Kimberly Bernard

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The purpose of the Research & Planning (RAP) Unit is to collect, interpret, analyze, and disseminate information regarding the characteristics, activities, operations, and policies of the Department of Community Justice. This information is used by many stakeholders for operational decision-making, policy formulation, mandatory reporting, quality assurance & improvement, and release to the general public.

#### **Program Summary**

The RAP Unit supports the data and analysis needs of the three department divisions: Director's Office, Adult Services Division and the Juvenile Services Division. These analyses promote effective resource management and the attainment of the department's strategic goals. The unit promotes the adoption of evidence-based practices through continual identification and dissemination of emerging best practices in the literature and professional associations. The unit helps ensure that departmental operations have fidelity and are delivered in a manner optimizing client outcomes. The unit is responsible for the coordination and development of mandatory reports to other government agencies and funders.

Additionally, the unit is responsible for evaluating contract compliance and supporting quality improvement efforts with our community partners. These services are critical for holding programs and services accountable. Nationally, DCJ's evaluation and research findings are studied (through corrections publications and national conferences) and recognized in a manner that enhances our reputation with national and state funders.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of research and evaluation requests addressed by unit	new	new	62	75			
Outcome	Number of output and outcome measures analyzed for budgeting process	new	new	118	120			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$486,697	\$0	\$638,398	\$0
Materials & Supplies	\$8,526	\$0	\$9,716	\$0
Internal Services	\$795	\$0	\$0	\$0
Total GF/non-GF	\$496,018	\$0	\$648,114	\$0
Program Total:	\$496,018		\$648	3,114
Program FTE	4.00	0.00	5.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

County General Fund

#### Significant Program Changes

Last Year this program was: 50004 DCJ Quality Systems & Evaluation Services

This program offer reflects an increase of 1.50 FTE. In FY 2014 1.00 FTE Program Specialist transferred from another DCJ program (refer # 50000-15). In FY 2015 0.50 FTE Program Aide is added.



#### Program #50005 - DCJ Human Resources

4/18/2014

**Department:** Community Justice **Program Contact:** James Opoka

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Department of Community Justice (DCJ) Human Resources (HR) unit recruits, hires, trains and assists with the management of nearly 664 regular, on-call and temporary employees and 213 volunteers and interns. DCJ HR and training consultants work closely with both internal and external customers to design responsive programs and services. HR staff work with management and members of three different unions to hold employees accountable. The HR unit directly supports the culture and mission of the Department.

#### **Program Summary**

The HR unit supports 664 regular, on-call and temporary employees and 213 volunteers and interns; 3 union contracts; and 24-hour operations in Juvenile Detention, the Multnomah County Justice Center and the community. HR will continue to:

- 1) Assess diverse organizational and customer (employee) needs to provide strategic direction as well as succession and workforce planning through active participation on management teams;
- 2) Consult with managers and employees about employee and labor relations issues, including performance management, discipline and grievances, recruitment and selection of a highly qualified and diverse workforce, leave administration, layoffs and bumping, and compliance with County Personnel Rules, Department Work Rules, and union contracts;
- 3) Ensure compliance with all laws, rules, regulations, policies and labor agreements so liability and costs of unlawful employment actions are reduced or eliminated;
- 4) Manage the recruitment and selection process, leave administration, discipline and grievance process, layoffs and bumping, and personnel records;
- 5) Manage 272 leave requests and 1,298 personnel transactions in SAP;
- 6) Develop and implement HR initiatives with Central Human Resources and Labor Relations;
- 7) Complete 393 background investigations / records checks on DCJ employees, volunteers, interns, and contractors;
- 8) Coordinate 230 internal and external professional development events necessary to keep qualified employees and meet statutory requirements, and attended by 500 employees;
- 9) Manage 213 volunteers and interns who provide 14,929 hours of service to DCJ programs and services; and
- 10) Coordinate internal employee investigations, policies and procedures, safety, Health Insurance Portability and Accountability Act (HIPAA), and Prison Rape Elimination Act (PREA).

DCJ's HR unit supports the Department's mission and accountability to the public through hiring, training and evaluating competent staff. By hiring qualified people, giving them the tools they need to do their job and supporting management performance, the Department is able to continue changing offender behavior and keeping the community safe.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total internal and external professional development hours provided for staff	17,541 hrs.	3,000 hrs.	6,862 hrs.	7,000 hrs.			
Outcome	Percent of people of color hired	35%	25%	32%	35%			

#### **Performance Measures Descriptions**

The percentage of people of color in the Portland/Vancouver PMSA (Portland Metropolitan Statistical Area) Civilian Labor Force 16.5%. This is the legal benchmark used to evaluate whether an employer's workforce is representative of the available labor force in the area the business/organization operates.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,178,670	\$0	\$1,326,586	\$0
Contractual Services	\$140,204	\$0	\$131,112	\$0
Materials & Supplies	\$79,322	\$0	\$80,932	\$0
Internal Services	\$165	\$0	\$656	\$0
Total GF/non-GF	\$1,398,361	\$0	\$1,539,286	\$0
Program Total:	\$1,398,361		\$1,53	9,286
Program FTE	10.20	0.00	11.30	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

County General Fund

#### **Significant Program Changes**

Last Year this program was: 50005 DCJ Human Resources

This program offer reflects an increase of 1.10 FTE in FY 2015; 0.10 FTE HR Analyst 1 and 1.00 FTE HR Analyst Sr are added.



#### Program #50010 - Adult Offender Mental Health Services

4/18/2014

**Department:** Community Justice **Program Contact:** Ginger Martin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The rate of mental illness among those incarcerated is two to three times higher than among the general population (Roskes and Feldman 1999). These offenders eventually leave prison or jail and are then supervised in the community, bringing with them a variety of mental health and chronic medical issues. The Department of Community Justice (DCJ) provides funding for services that assist Parole/Probation Officers (PPO) in their work with over 270 adult mentally ill offenders annually.

#### **Program Summary**

Mental Health Services (MHS) helps PPOs access necessary resources for severe and persistent mentally ill adult offenders. Research indicates that these offenders are likely to have continued contact with the corrections system. This work is essential for stabilizing and decreasing recidivism rates for this specific population and is always coordinated in collaboration with other community-based treatment. Special limited services that benefit this target population are unavailable without DCJ assistance.

MHS provides the following contracted services:

- 1) Provide outpatient mental health care coordination and psychiatric medication services to adult offenders with severe mental illness, with or without a substance abuse disorder, who are under the supervision of DCJ and who do not have insurance.
- 2) Provide mental health assessments, evaluations, diagnoses, and care plans, including referrals to other needed community services.
- 3) Conduct coordinated case planning with other agencies or individuals involved with the clients and/or their families.

This program supports public safety by providing a continuum of social services to high and medium risk offenders who require assistance in accessing services. Without these services, many of these offenders would remain unstable and would likely return to jail on supervision violations and/or new criminal charges.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of clients that received treatment	98	130	100	30		
Outcome	Tx Program participants that do not recidivate (percent at one year post admit)	85%	85%	85%	85%		

#### **Performance Measures Descriptions**

Recidivism is based on new felony convictions.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$1,176,373	\$0	\$717,947	\$0
Total GF/non-GF	\$1,176,373	\$0	\$717,947	\$0
Program Total:	\$1,176,373		\$717,947	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

#### **Explanation of Revenues**

County General Fund

#### Significant Program Changes

Last Year this program was: 50006 Adult Offender Mental Health Services

This program offer reflects adjustment due to Healthcare Transformation - Reducing contract amounts while maintaining current service level, assuming insurance or Medicaid coverage for 70% of the services currently being delivered - investing funds in direct services based on risk and recovery support services such as mentoring, employment, and housing - see offers 50011-15 and 50021-15



#### Program #50011 - Recovery System of Care

4/18/2014

**Department:** Community Justice **Program Contact:** Ginger Martin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Outpatient treatment is an essential part of the alcohol and drug treatment continuum. In addition, alcohol/drug treatment addresses a major criminal risk factor and is a necessary correctional intervention if DCJ is to continue to be successful in reducing recidivism. The offenders referred to these programs are classified at a high risk to re-offend and are statistically more likely to commit a new crime if interventions are not provided. At any time, 230 offenders will attend community-based outpatient treatment programs one to three times a week as appropriate to their needs.

#### **Program Summary**

Services are provided through contracts with nine non-profit providers who are dually licensed to provide alcohol and drug treatment and mental health services. Contracted treatment programs are equipped to respond to culturally-specific needs, to provide mental health treatment, and to address criminal risk factors in addition to addiction to drugs or alcohol.

With the expansion of Medicaid and private forms of insurance, some clinical services previously supported by the DCJ budget will now be reimbursed through health insurance. DCJ will continue to provide funding for clinical services for those offenders eligible for treatment who do not have insurance. In addition, funding is provided to support treatment interventions for criminal risk factors such as antisocial thoughts and attitudes, antisocial peers, impulsivity and poor problem solving skills, anger management and so on. Effective interventions for offenders should integrate addictions treatment with treatment for criminality.

This program offer supports a recovery system of care which includes comprehensive support for recovery in addition to counseling, such as stable and drug free housing, peer mentors, and vocational assistance. A recovery system of care better supports long-term behavior change than does counseling alone.

Without treatment, offenders are more likely to re-offend and/or to occupy expensive jail beds. Treatment has been proven to be effective at reducing recidivism both in Oregon and nationally. DCJ's pilot program for a recovery system of care which includes treatment, housing, mentors, and vocational assistance was studied by the Criminal Justice Commission. This program reduced re-arrest by 43% over a matched but untreated control group. In addition, 74% of participants were employed within 90 days and 84% had independent housing at 90 days. For every dollar spent on this program, \$6.73 in tax payer and crime victim costs were avoided.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of clients that received treatment	475	480	485	800		
Outcome	Program participants that do not recidivate (percent at one year post admit)	90%	90%	90%	90%		

#### **Performance Measures Descriptions**

Recidivism is based on new felony convictions.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
Program Expenses	2014	2014	2015	2015	
Contractual Services	\$615,612	\$594,043	\$1,718,178	\$721,019	
Materials & Supplies	\$40,210	\$0	\$45,712	\$0	
Internal Services	\$0	\$67,722	\$0	\$76,645	
Total GF/non-GF	\$655,822	\$661,765	\$1,763,890	\$797,664	
Program Total:	\$1,31	\$1,317,587		\$2,561,554	
Program FTE	0.00	0.00	0.00	0.00	

Program Revenues				
Indirect for Dept. Admin	\$54,891	\$0	\$59,772	\$0
Fees, Permits & Charges	\$0	\$2,000	\$0	\$1,000
Intergovernmental	\$0	\$578,265	\$0	\$715,164
Other / Miscellaneous	\$0	\$81,500	\$0	\$81,500
Total Revenue	\$54,891	\$661,765	\$59,772	\$797,664

#### **Explanation of Revenues**

County General Fund plus State Department of Corrections (DOC) \$129,612. This is the allocation for the second half of the FY13-15 biennium. State Treatment Transition Program \$92,177. This is the budgeted amount for the second half of the FY13-15 biennium; Civil Forfeitures \$81,500. Funds are received from Mult Co. Circuit Court or City of Portland for civil forfeitures seized from clients and turned over to DCJ per ORS 131A360. Budgeted at same amount as FY 2014; Laboratory Drug Testing fees \$1,000. Fee is set at \$9.50 per Board Resolution. State 3194 funding \$493,375: this is the FY15 allocation to DCJ of FY13-15 biennial State 3194 funding to Multnomah County.

#### Significant Program Changes

Last Year this program was: 50007 Addiction Services-Adult Offender Outpatient

and 50036 Adult Re-Entry Enhancement Coordination

This program offer includes an increased investment in recovery support services such as mentoring and employment and reflects State Revenue reductions - CJC Byrne grant (REC) ended 9/30/13 and being replaced with 3194 funding.

\$493,375 funded via HB3194



#### Program #50012 - Addiction Services - Adult Offender Residential

4/18/2014

**Department:** Community Justice **Program Contact:** Ginger Martin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Residential drug treatment is an essential part of the alcohol and drug treatment continuum that impacts public safety. When residential treatment is successful for offenders, the long-term collateral costs of re-arrest, re-incarceration and inadvertent consequences for the children of offenders significantly decline. Eighty-nine percent of offenders who successfully complete treatment do not re-offend one year after exiting treatment (Hamblin and Rhyne 2011).

### **Program Summary**

This offer provides 130 beds of residential drug and alcohol treatment for high risk male and female offenders and allows courts and probation/parole officers to have sanction options other than jail for those needing treatment. Fifty-two beds serve high risk offenders in a facility specialized in treating males involved with the criminal justice system. The remaining beds for men are located in three residential facilities within the community. Some of these beds are reserved for specific populations (e.g., sex offenders, East County property offenders). This program also provides 40 residential alcohol and drug treatment beds for high risk female offenders in two facilities and nine beds for dependent children. The current community treatment providers have been in existence for over 19 years and work collaboratively with the Department of Community Justice (DCJ) to treat offenders with addictions and criminality.

The program uses evidence-based practices to address addiction, mental health issues, parenting skills, healthy relationship dynamics, criminality, employment resources and relapse prevention counseling. Regular communication and coordination with a Parole/Probation Officer (PPO) is maintained to develop and implement treatment and supervision plans.

With the expansion of Medicaid and private forms of insurance, some clinical services previously supported by the DCJ budget will now be reimbursed through health insurance. DCJ will continue to provide funding for clinical services for those offenders eligible for treatment who do not have insurance. In addition, funding is provided to support room and board costs not covered by insurance for all DCJ clients served by contracted services.

The National Institute on Drug Abuse (NIDA) reports that drug abuse treatment is cost effective in reducing drug use and bringing about cost savings associated with health care, crime and incarceration. NIDA also reports that gender-specific programs may be more effective for female offenders, especially those with trauma and abuse in their background (2006).

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of male clients participating in treatment	424	382	400	400		
Outcome	Program participants that do not recidivate (percent at one year post exit)	91%	82%	90%	90%		
Output	Number of female offenders that received treatment	207	180	200	200		
Outcome	Program participants that do not recidivate (percent at one year post exit)	87%	88%	85%	85%		

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$5,120,789	\$0	\$2,703,835	\$0
Total GF/non-GF	\$5,120,789	\$0	\$2,703,835	\$0
Program Total:	\$5,120,789		\$2,70	3,835
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

County General Fund

## Significant Program Changes

Last Year this program was: 50008 Addiction Services-Adult Offender Residentia

and 50009 Addiction Services - Adult Women's Residential Treatment

This program offer reflects adjustment due to Healthcare Transformation - Reducing contract amounts while maintaining current service level, assuming insurance or Medicaid coverage for 70% of the services currently being delivered - investing funds in direct services based on risk and recovery support services such as mentoring, employment, and housing - see offers 50011-15 and 50021-15



#### Program #50014 - Addiction Services - Adult Drug Court Program

4/18/2014

Department:Community JusticeProgram Contact:Ginger MartinProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Drug Diversion Drug Court (STOP) contributes to public safety by providing outpatient treatment and supervision to approximately 500 adult offenders each year, with a daily capacity of 250 individuals. STOP holds adults charged with drug offenses accountable while providing them an opportunity for treatment. Those who successfully complete treatment and court requirements have their charges dismissed.

### **Program Summary**

STOP serves adults charged with various drug-related offenses. Multnomah County's Drug Court is one of the oldest of its kind that collaborates with criminal justice partners to expedite the court process and offer drug treatment. The treatment component is facilitated by a contracted agency who works closely with the court to provide mental health and drug treatment, employment resources, housing referrals, mentoring, residential treatment referrals and long-term follow-up services. Offenders may attend STOP as frequently as once a week during the first phases of their recovery and as little as one time per month as they stabilize with treatment.

There is a well-researched link between substance abuse and criminal behavior. A recent report from the National Institute of Corrections (NIC) states that half of offenders were under the influence of alcohol or drugs when they committed their current offense (Przybylski 2008). The NIC says, "It is unlikely that recidivism rates can be appreciably reduced without breaking the cycle of substance abuse and crime."

This program has proven its effectiveness through independent studies and measures a cost savings to the County of nearly \$1,400 per offender (NPC Research 2003). A ten-year analysis of STOP Drug Court (from 1991 to 2001) published by NPC Research in 2007, showed that STOP reduced re-arrests by 30 percent compared to eligible defendants who did not go through STOP.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of participants served annually	504	600	525	525			
Outcome	Program participants that do not recidivate (percent at one year post admit)	89%	93%	90%	90%			

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$759,455	\$224,151	\$771,235	\$195,402
Internal Services	\$0	\$21,916	\$0	\$19,040
Total GF/non-GF	\$759,455	\$246,067	\$771,235	\$214,442
Program Total:	\$1,005,522		\$985	,677
Program FTE	0.00	0.00	0.00	0.00

Program Revenues						
Indirect for Dept. Admin	\$17,182	\$0	\$14,585	\$0		
Fees, Permits & Charges	\$0	\$5,000	\$0	\$5,000		
Intergovernmental	\$0	\$241,067	\$0	\$209,442		
Total Revenue	\$17,182	\$246,067	\$14,585	\$214,442		

## **Explanation of Revenues**

County General Fund plus State CJC Drug Court Enhancement grant \$209,442. Award ends 6/30/2015. Drug Diversion Fees from clients \$5,000. All fees collected by DCJ are passed-through to contractor that runs Drug Diversion Program. The majority of these fees are paid directly to the contractor by the client.

## Significant Program Changes

Last Year this program was: 50010 Addiction Services-Adult Drug Court Program



## Program #50015 - Adult Chronic Offender Program - City Funding

4/18/2014

**Department:** Community Justice **Program Contact:** Ginger Martin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The City of Portland has collaborated with Multnomah County and others to address specific issues of chronic offenders within the Portland area. The goal of the coordination team is to reduce offender risk and promote long-term behavioral and attitudinal change.

### **Program Summary**

The Services Coordination Team (SCT) is a system-wide response to chronic and repeat offenders, most of whom are homeless and residing in downtown Portland. The County's Department of Community Justice (DCJ) acts as a pass-through for the treatment component of SCT (currently at the Volunteers of America) and employs one Parole/ Probation Officer (PPO) and one District Attorney specifically assigned to SCT clients.

On average, 40 offenders each month receive services (housing assistance, substance abuse treatment, etc.) to decrease their addiction(s) and criminal behavior. Individuals eligible for SCT are identified pre- and post-adjudication. The PPO assigned to this caseload facilitates an individualized intervention plan and coordinates with community partners to address the needs of the offenders. The services available to this population include 12 case managed housing units and 25 alcohol and drug day treatment slots.

The Chronic Offenders Program supports public safety by targeting the most chronic offenders and working to improve livability and safety within the community.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of adult offenders supervised annually	58	55	60	65			
Outcome	Program participants that do not recidivate at one year post admit	58%	88%	60%	60%			

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$726,000	\$0	\$726,000
Total GF/non-GF	\$0	\$726,000	\$0	\$726,000
Program Total:	\$726,000		\$726	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$726,000	\$0	\$726,000
Total Revenue	\$0	\$726,000	\$0	\$726,000

## **Explanation of Revenues**

City of Portland funding of \$726,000. Provides outpatient treatment and housing for 30 male clients identified by the Service Coordination Team. Current IGA through 6/30/2014 at \$746,000 and expecting to be renewed for \$726,000 for FY 2015.

# **Significant Program Changes**

Last Year this program was: 50011 Adult Chronic Offender Program-City Funding



#### Program #50016 - Adult Services Management

4/18/2014

Department:Community JusticeProgram Contact:Truls NealProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 12,200 adult offenders in the community annually. It is responsible for implementing evidence-based practices, managing risk, creating service standards, coordinating with public safety partners and ensuring the safety of department staff who supervise adult offenders.

### **Program Summary**

Adult Services Division managers are responsible for regulating policy, maintaining quality services and implementing evidence-based and core correctional practices that reduce crime. They partner with other public safety representatives through the Local Public Safety Coordinating Council, Criminal Justice Advisory Council, Oregon Association of Community Corrections Directors, and Oregon Department of Corrections (DOC). This program offer supports critical oversight and leadership for our adult services staff, as significant reductions in recidivism have been achieved.

Our priority is to focus resources on the highest risk and highest need offenders, the Department is utilizing the latest and most effective assessment tools that 1) guide supervision by identifying criminogenic risk and need factors, and 2) help develop case plans that reduce reoffending. In the coming year, ASM will continue to train our PPOs on the use of a recently adopted assessment tool and Effective Practices in Community Supervision (EPICS) as we continue moving towards even more efficient supervision plans that reduce recidivism rates associated with high risk offenders.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of adult offenders supervised annually	12,224	12,300	12,300	12,300			
Outcome	Percent of offenders not recidivating one year post admit to supervision	86%	87%	87%	87%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,188,194	\$176,757	\$1,525,295	\$0
Contractual Services	\$4,000	\$0	\$4,000	\$0
Materials & Supplies	\$203,417	\$0	\$238,526	\$0
Internal Services	\$90,299	\$0	\$102,115	\$0
Total GF/non-GF	\$1,485,910	\$176,757	\$1,869,936	\$0
Program Total:	\$1,662,667		\$1,86	9,936
Program FTE	7.50	1.00	11.00	0.00

Program Revenues				
Service Charges	\$0	\$176,757	\$0	\$0
Total Revenue	\$0	\$176,757	\$0	\$0

## **Explanation of Revenues**

County General Fund

## Significant Program Changes

Last Year this program was: 50030 Adult Services Management

This program offer reflects a net increase of 2.50 FTE. During FY 2014 1.50 FTE transferred from other DCJ programs. In FY 2015 1.00 FTE Manager Sr is eliminated. This position was on loan to the National Institute of Corrections (NIC) in Washington DC and the assignment ended in FY 2014 along with the \$178k in funding. Also in FY 2015, 2.00 FTE Probation/Parole Officer's are added in support of our EPICS case management model.



## Program #50017 - Adult Recog Program

4/18/2014

Department: Community Justice Program Contact: Jay Scroggin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

By assessing a defendant's probability to appear for court hearings and/or reoffend if released from custody, the Adult Recognizance (Recog) unit performs functions critical to the effective operation of the local justice system. If a defendant is determined to likely appear for court hearings and are low risk to commit crimes while released, he/she is released. This process allows for scarce jail beds to be reserved for higher risk defendants.

## **Program Summary**

The Recog unit is a 24-hour, seven-day-a-week program housed in the County jail. Recog staff interview all defendants with a pending Multnomah County charge. Defendants charged with felonies and/or person-to-person misdemeanor crimes are subject to a full criminal history and warrant check in addition to a risk screening. This process takes approximately one hour per defendant and provides a comprehensive, objective and valid system for release decisions based upon victim and community safety in addition to the defendant's flight risk.

The screening tool used to guide Recog staff has been validated by an independent research group. The results of that study have been approved by the Community Justice Advisory Council. By administering this process, the Recog program allows lower risk defendants the ability to maintain pro-social conditions such as employment and housing. The Recog interview assists the court with release decisions for those defendants that are ineligible for release by Recog staff.

Recog serves as a 24-hour link between local law enforcement agencies and Parole/Probation officers (PPO) by coordinating the process of holding parole and probation violators in jail and providing after-hours information on high risk individuals who are on electronic monitoring. Recog is a system response and collaborative effort with the Courts. Recog helps to alleviate the use of jail beds for the identified offenders, thereby reserving space for higher risk offenders.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of cases processed annually	36,000	36,000	37,000	37,000			
Outcome	Percent of interviewed defendants who return to court	78%	80%	76%	80%			

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,452,442	\$0	\$1,465,423	\$0
Contractual Services	\$4,324	\$0	\$4,361	\$0
Materials & Supplies	\$8,405	\$0	\$8,480	\$0
Total GF/non-GF	\$1,465,171	\$0	\$1,478,264	\$0
Program Total:	\$1,465,171		\$1,47	8,264
Program FTE	15.00	0.00	15.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

County General Fund

# **Significant Program Changes**

Last Year this program was: 50031 Adult Recog Program



## Program #50018 - Adult Pretrial Supervision Program

4/18/2014

**Department:** Community Justice **Program Contact:** Jay Scroggin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The Pretrial Services Program (PSP) performs functions necessary for public safety and the effective operation of the local justice system. PSP operates under Oregon Revised Statutes (ORS), conducting release interviews and assessments to determine the release eligibility of arrested defendants, and providing pretrial supervision for all defendants who are referred and released. PSP utilizes criteria established by statute and a validated risk assessment in these investigations.

## **Program Summary**

The primary mission of PSP is to evaluate the risk of releasing defendants prior to trial, supervise defendants in the community and ensure that defendants attend court hearings. When a defendant is referred by the Court to PSP for review, PSP staff use evidence-based criteria during their investigation to determine whether or not a defendant is likely to pose a safety risk or is likely to attend subsequent court hearings. The results of the investigation are presented back to the Court.

During 2013, 2,876 defendants were supervised and 1,841 investigated by PSP. The defendants were maintained in the community instead of occupying scarce and expensive jail beds.

When a defendant is released under PSP supervision, the assigned case manager monitors the defendant's behavior and actions through home, community and office visits, telephone contacts and in some instances electronic and Global Positioning Software (GPS). Under PSP, defendants are afforded the opportunity to maintain employment and/or school attendance, continue with health-related services (drug and alcohol counseling, mental health treatment) and reside in the community pending the resolution of their court matters.

Based on data compiled by the Bureau of Justice Statistics, the reoffense and failure to appear (FTA) rates for PSP clients are substantially lower than similar programs in other cities (Cohen and Reaves 2007). In FY 2013, less than two percent of felony defendants were arrested for another felony offense while under PSP supervision. In addition, during the first six months of FY 2013, 85 percent of felony defendants appeared for their court dates.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders served annually	2876	3500	3000	3000			
Outcome	Percent of released defendants who do not fail to appear	89%	90%	90%	90%			

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,453,657	\$0	\$1,480,181	\$0
Contractual Services	\$4,084	\$0	\$4,121	\$0
Materials & Supplies	\$18,002	\$0	\$15,886	\$0
Internal Services	\$60,209	\$0	\$65,530	\$0
Total GF/non-GF	\$1,535,952	\$0	\$1,565,718	\$0
Program Total:	\$1,535,952		\$1,56	5,718
Program FTE	15.00	0.00	15.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

County General Fund

## **Significant Program Changes**

Last Year this program was: 50032 Adult Pretrial Supervision Program

In FY 2014 a 1.00 FTE Probation/Parole Officer transferred to another DCJ program and in FY 2015 this program offer adds a new 1.00 FTE Probation/Parole Officer for a net 0.00 FTE impact.



#### Program #50019 - Adult Forensics Unit

4/18/2014

**Department:** Community Justice **Program Contact:** Patrick Schreiner

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Department of Community Justice (DCJ) computer forensics laboratory is a unique critical service for community justice agencies throughout the state. DCJ maintains a secure digital evidence laboratory in which forensic examinations of electronic storage devices are analyzed using scientific procedures.

### **Program Summary**

The anonymity provided by the Internet and the ability to effectively hide volumes of information on computers, cell phones and other electronic storage devices leaves officers at a disadvantage. Non-forensic methods of discovery are ineffective and can compromise cases in court. The forensics lab provides scientifically sound technology for the recovery of electronic evidence in a manner that allows supervising officers to determine an offender's activities. This progressive resource significantly enhances public safety and ensures the highest rates of successful outcomes.

Regional police agencies have limited resources for conducting similar examinations in new criminal cases and are rarely able to offer their services to parole and probation agencies that have different requirements for burden of proof and timely results. Officers apply a range of behavioral and demographic assessments to formulate effective supervision plans, but are hampered in their work by the fact that criminal enterprise can occur virtually unseen and undetected through the use of computers and other digital devices.

Oregon and Washington rank very high nationally in the frequency of identity theft. Drugs are bought and sold online, and sex offenders exchange pornography and solicit underage victims through the Internet. Fraud and identity theft are carried out using computers and peer-to-peer networks. Email is used by domestic violence offenders to threaten and intimidate individuals. Portland has also been identified as a major West Coast hub for human trafficking activity.

In the interest of public safety and best practices supervision, the DCJ forensics lab extends its services to all adult and juvenile officers in Multnomah County and to adjacent county community justice partners that lack access to these services. Lab personnel are highly trained and certified in the collection, preservation, analysis and reporting results of forensic examinations and provide Parole/Probation Officers (PPO) with the information they need to effectively supervise offenders and promote public safety. The lab also collaborates with the Northwest Regional Computer Forensics Laboratory.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of gigabytes examined annually	40,373	25,000	30,000	30,000			
Outcome	Number of items examined through forensic analysis	new	new	300	325			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$283,349	\$0	\$284,191	\$0
Materials & Supplies	\$10,819	\$0	\$15,206	\$0
Internal Services	\$19,412	\$0	\$21,488	\$0
Total GF/non-GF	\$313,580	\$0	\$320,885	\$0
Program Total:	\$313,580		\$320	),885
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

County General Fund

# **Significant Program Changes**

Last Year this program was: 50033 Adult Forensics Unit



### Program #50020 - Adult Parole/Post Prison Violation Hearings & Local Control

4/18/2014

Department:Community JusticeProgram Contact:Laura RitchieProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Department of Community Justice (DCJ) is statutorily and legislatively mandated to provide services to local control (LC) and parole offenders in order to carry out the Local Supervisory Authority (LSA) functions. The LC and Hearings units are instrumental in providing all LSA functions including, but not limited to: investigations, issuance of warrants, release planning, parole hearings and active supervision. The cost of the operations of the Mead Building is also budgeted in this program offer.

### **Program Summary**

The LC unit supervises offenders who are sentenced to a prison term of 12 months or less in a local jail. Working with the Sheriff's Office, LC has the legal authority to issue arrest warrants and has jurisdiction over the supervision conditions for these offenders. LC staff develop release plans and monitor offenders with community-based sanctions (such as drug and alcohol treatment programs) upon the completion of their incarceration. LC also provides notification to known victims when an offender leaves jail.

If during supervision, a Parole/Probation Officer (PPO) determines that an offender has violated parole conditions, the PPO submits required written documents and a violation hearing is arranged through the Hearings unit. Hearings Officers (HO) conduct local parole hearings and determine consequences for offenders found in violation of supervision. HOs are able to order jail releases, recommend revocations of offenders and/or make other recommendations that are consistent with evidence-based practices.

The LC and Hearings units are instrumental in holding offenders accountable by providing fair and objective investigations and parole hearings, incarcerating offenders when appropriate and actively supervising offenders. Through collaboration with the Sheriff's Office, the Oregon State Board of Parole, treatment providers, and the community, these units provides effective interventions and helps ensure efficient operations of the local justice system.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent of local control clients served in the community	12%	12%	12%	15%			
Outcome	Percent of local control offenders not recidivating one vear post admit	77%	83%	80%	80%			

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$194,132	\$953,341	\$191,880	\$952,543
Contractual Services	\$7,675	\$2,548	\$8,377	\$2,548
Materials & Supplies	\$44,012	\$12,296	\$46,281	\$7,728
Internal Services	\$920,180	\$121,559	\$923,574	\$115,370
Total GF/non-GF	\$1,165,999	\$1,089,744	\$1,170,112	\$1,078,189
Program Total:	\$2,255,743		\$2,24	8,301
Program FTE	3.00	9.00	3.00	9.00

Program Revenues					
Indirect for Dept. Admin	\$90,387	\$0	\$80,793	\$0	
Intergovernmental	\$0	\$1,089,744	\$0	\$1,078,189	
Total Revenue	\$90,387	\$1,089,744	\$80,793	\$1,078,189	

## **Explanation of Revenues**

County General Fund plus State Department of Corrections (DOC) \$1,034,622. This is the allocation for the second half of the FY13-15 biennium. There is some flexibility on how funding is allocated; State Board of Parole Hearings fund \$43,567, second half of the biennial funding.

## **Significant Program Changes**

Last Year this program was: 50034 Adult Parole/Post Prison Violation Hearings



#### Program #50021 - Assessment and Referral Center

4/18/2014

**Department:** Community Justice **Program Contact:** Jay Scroggin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Backfill State/Federal/Grant

## **Executive Summary**

Almost 4,000 individuals were admitted to the Department of Community Justice (DCJ) during FY 2013. The Assessment and Referral Center (ARC) combines in-custody interviews, intakes (post prison and probation) and specialized services for those released from state and local custody. Enhanced services will reduce duplication of efforts and increase the amount of screenings, referrals, and re-entry services available when an individual is first placed on supervision.

## **Program Summary**

DCJ's strategic plan includes additional and enhanced initial assessments, referrals and re-entry services for individuals sentenced to probation or post-prison supervision. These "up-front" coordinated and immediate services should increase motivation of clients to change and be a contributing factor to reduced criminal activity. For the last six months of FY 2013, a group of DCJ and Information Technology staff have used the equity lens to begin the redesign of processes that support this goal.

The individuals being supervised by DCJ use a standardized tool for assisting staff with predicting the risk of clients reoffending. The ARC staff will perform improved and additional assessments for individuals considered high risk to reoffend to determine which strategies and services are most appropriate to reduce risk. Our hypothesis is that the increase of initial assessments, referrals and re-entry services will reduce re-offending. In addition to paid staff, these services will be increased through the assistance of graduate students.

ARC staff meets with the majority of offenders prior to their release from prison (reach-in visits). This practice reduces the abscond rate for post-prison releases in Multnomah County. Potential risks and strengths are identified during reach-in sessions, allowing for the development of appropriate supervision plans and preparation for potential roadblocks that could impede an offender's successful transition. In addition to state custody, this practice includes some offenders in local jails.

Short- and long-term housing/shelter is provided to 262 high risk and disabled offenders a day using several community contracted agencies. Providing housing to offenders is cost-effective. It costs approximately \$37.37 per day to house an offender in transitional housing, as compared to \$80.00 to \$170.00 per day to keep an offender incarcerated. In addition to housing, ARC staff will facilitate access to a variety of physical and behavioral health services.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average number of offenders housed monthly	248	220	255	355			
Outcome	Percent of offenders that do not abscond during the first six months from their release from prison	80%	85%	80%	80%			
Outcome	Percent of offenders that are employed during the first six months from their release from prison	6%	10%	8%	8%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$66,433	\$3,488,333	\$229,271	\$3,360,605
Contractual Services	\$1,724,035	\$899,576	\$2,644,168	\$958,833
Materials & Supplies	\$1,291	\$92,390	\$12,491	\$67,155
Internal Services	\$19,679	\$505,782	\$21,789	\$461,038
Total GF/non-GF	\$1,811,438	\$4,986,081	\$2,907,719	\$4,847,631
Program Total:	\$6,797,519		\$7,75	5,350
Program FTE	0.51	34.49	2.54	32.96

Program Revenues					
Indirect for Dept. Admin	\$408,210	\$0	\$358,768	\$0	
Fees, Permits & Charges	\$0	\$4,475	\$0	\$5,250	
Intergovernmental	\$0	\$4,981,606	\$0	\$4,842,381	
Total Revenue	\$408,210	\$4,986,081	\$358,768	\$4,847,631	

#### **Explanation of Revenues**

County General Fund plus State Department of Corrections (DOC) \$4,672,217 . This is the allocation for the second half of the FY13-15 biennium; Interstate Compact fees from clients \$5,250 per ORS 423.570. This is a one-time-only fee set at \$50 per Board Resolution for clients applying to be supervised in another state; US Dept of Justice JAG Grant \$59,868. Grant ends 9/30/2014, but anticipating grant will be renewed for another year; US Dept of Justice COSA Grant \$110,296. This grant ends 9/30/2015.

#### **Significant Program Changes**

Last Year this program was: 50035 Assessment and Referral Center

and 50036B Adult Re-entry Resource Center

This program offer reflects a net increase of 0.50 FTE. In FY 2014 a decrease of 1.50 FTE is due to transfers to/from other DCJ programs. In FY 2015 1.00 FTE Probation/Parole Officer and 1.00 FTE Records Technician are added. This offer includes an increased investment in housing as part of recovery support services and reflects State revenue reductions - CJC Byrne grant (REC) ended 9/30/13 and was replaced with 3194 funding ending 6/30/14, resulting in a loss of \$118K in state funding.

\$118,000 loss of State funding Backfilled with \$105,315 from the General Fund



#### Program #50023A - Adult Field Generic Supervision (Level 1&2)

4/18/2014

**Department:** Community Justice **Program Contact:** Truls Neal

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Multnomah County Department of Community Justice (DCJ) Level 1 and 2, High Risk Generic Supervision has been nationally recognized for the use of evidence-based strategies, including the development of a system to identify criminogenic risk factors affiliated with potentially violent offenders. Multnomah County receives a greater number of high risk offenders than any other Oregon county and is still able to produce lower recidivism rates for parole cases.

### **Program Summary**

Level 1 and 2, High Risk Supervision uses research-based strategies to supervise high risk offenders on probation and parole. DCJ utilizes the Level of Service/Case Management Inventory (LS/CMI) and Public Safety Checklist (PSC) assessment tools to measure the risks and needs of adult offenders. The LS/CMI is also a fully functioning case management tool. The LS/CMI provides a summary of the offender's criminogenic and noncriminogenic factors, as well as special responsivity considerations to be deployed during supervision. The PSC provides a quick, objective, validated assessment of the probability an offender will be re-convicted of a felony or re-arrested for a person or property offense based on specific offender characteristics.

DCJ continues to use Effective Practices in Supervision (EPICS) as an evidence-based case management model. With EPICS, Parole/Probation Officers (PPO) follow a structured approach to their interactions with their offenders, allowing PPOs to effectively target the criminogenic needs of high risk offenders. PPOs enforce law-abiding behavior and link offenders to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) collaboration with law enforcement agencies.

Adult supervision is an essential component of public safety. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these offenders committing new crimes is reduced when evidence-based supervision is in place and monitored. Having implemented effective supervision practices has enabled Multnomah County to witness a steady decline of recidivism rates over the past ten years.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of level 1 and level 2 adult offenders supervised annually	3444	2350	3450	3500			
Outcome	Percent of offenders that do not recidivate one year post admit	91%	80%	85%	85%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,444,823	\$4,914,331	\$2,568,400	\$4,828,224
Contractual Services	\$9,145	\$242,753	\$10,738	\$250,716
Materials & Supplies	\$14,121	\$121,354	\$14,973	\$121,973
Internal Services	\$889,809	\$601,742	\$908,962	\$552,857
Total GF/non-GF	\$3,357,898	\$5,880,180	\$3,503,073	\$5,753,770
Program Total:	\$9,238,078		\$9,25	6,843
Program FTE	21.46	43.79	22.61	44.77

Program Revenues				
Indirect for Dept. Admin	\$487,728	\$0	\$431,155	\$0
Fees, Permits & Charges	\$0	\$251,784	\$0	\$216,000
Intergovernmental	\$0	\$5,628,396	\$0	\$5,537,770
Other / Miscellaneous	\$205,964	\$0	\$182,250	\$0
Total Revenue	\$693,692	\$5,880,180	\$613,405	\$5,753,770

## **Explanation of Revenues**

County General Fund plus Circuit Court Jail Assessments \$182,250 which are deposited into the general fund. Revenue is collected by Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005; State Department of Corrections (DOC) \$5,537,770. This is allocation budgeted amount for second half of the FY13-15 biennium. There is some flexibility on how funding is allocated; Probation Supervision fees from clients \$216,000. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

Last Year this program was: 50037A Adult Field Services-High Risk Generic Supe

and 50039 Adult Programs Unit

This program offer reflects a net increase of 2.13 FTE due to transfers to/from other DCJ programs in FY 2014.



#### Program #50023B - Employment Transition Services for African American Males

4/18/2014

**Department:** Community Justice **Program Contact:** Erika Preuitt

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

High risk African American males on supervision and high risk African American males returning to the work force after incarceration have traditionally experienced difficulty accessing and securing employment in Multnomah County. Historically, during times of high unemployment rates across Oregon, African American males are twice as likely to be unemployed compared to all other males.

## **Program Summary**

This program will address the work force needs of African American offenders who are 18 to 45 years of age and who are under supervision with the Department of Community Justice (DCJ). The provider will use a cognitive behavior therapy approach designed to change the way people think and act.

Cognitive Interventions are a systematic approach that seeks to overcome difficulties by identifying and changing dysfunctional thinking, behavior and emotional responses. This involves helping offenders develop skills for modifying beliefs, identifying distorted thinking, relating to others in different ways, and changing behaviors. The provider will utilize mentors to assist clients with navigating complex systems such as education and employment. Mentoring helps adults establish stable lives by reducing the chaos brought about by poverty, homelessness, underemployment and the effects of incarceration.

Offenders assigned to this program will be selected by Parole/Probation Officers (PPO) who have identified individuals as high risk to re-offend and individuals in need of work force preparation, training and skill development necessary to address employment barriers.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders receiving employment support services	new	new	new	20			
Outcome	Percent of offenders obtaining employment	new	new	new	75%			

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$51,125	\$0	\$119,249	\$0
Total GF/non-GF	\$51,125	\$0	\$119,249	\$0
Program Total:	\$51	,125	\$119,249	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

County General Fund

# **Significant Program Changes**

Last Year this program was: 50037B Employment Transition Services for African



### Program #50024 - Adult Mentally III Offender Supervision

4/18/2014

**Department:** Community Justice **Program Contact:** Patrick Schreiner

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Mentally III Offender (MIO) unit provides supervision services for probation, parole and post-prison offenders who have been diagnosed with a severe and persistent mental illness. The MIO unit works in collaboration with a variety of community partners including but not limited to the Sheriff's Office, the courts, the Department of County Human Services (DCHS), the Local Public Safety Coordinating Committee (LPSCC), Oregon Department of Corrections (DOC), Portland Police, treatment providers and most community groups that work with this population.

#### **Program Summary**

The MIO unit works to divert offenders with severe mental illness from incarceration and hospitalizations by treating them in the community. By providing these offenders with community-based treatment and with supervision from specially trained Parole/Probation Officers (PPOs), the MIO unit preserves community safety and minimizes offender contact with the criminal justice system. The goal of the MIO unit is to reduce recidivism, enhance community safety and to support the mentally ill offender in achieving stabilization and improved functioning.

The MIO unit performs the following:

- 1) Improves access to appropriate services for people with severe mental illness who are at high risk of criminal justice involvement:
- 2) Reduces jail and hospital admissions;
- 3) Assists offenders in achieving a decent quality of life outside of jails, prisons and hospitals;
- 4) Provides ongoing monitoring and surveillance; and
- 5) Reduces substance abuse and illicit drug use.

This program, along with program offer 50010, Adult Offender Mental Health Services, supports public safety by providing supervision and treatment to high and medium risk offenders who require assistance in accessing resources to help them achieve a higher quality of life.

<b>Performar</b>	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders served annually	290	230	285	285			
	Percent of offenders not recidivating one-year post-admit supervision	76%	82%	80%	80%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$775,325	\$0	\$773,025	\$0
Contractual Services	\$1,500	\$0	\$1,500	\$0
Materials & Supplies	\$1,560	\$0	\$1,560	\$0
Total GF/non-GF	\$778,385	\$0	\$776,085	\$0
Program Total:	\$778	\$778,385 \$776,085		6,085
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

County General Fund

## Significant Program Changes

Last Year this program was: 50038 Adult Mentally III Offender Supervision

This program offer reflects adjustments due to Healthcare Transformation - Reducing contracts \$450k while maintaining current service level - investing funds in direct services based on risk and recovery support services such as mentoring, employment, and housing - see offers 50011-15 and 50021-15



#### Program #50025 - Adult Sex Offender Supervision & Treatment

4/18/2014

**Department:** Community Justice **Program Contact:** Jay Scroggin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Sex Offender Supervision and Treatment program is a critical public safety function that provides oversight for the comprehensive supervision, treatment and management of approximately 1,000 sex offenders annually living in Multnomah County. The priorities of this unit are to increase community safety, decrease sexual victimization and reduce recidivism. This program achieves these goals through evidence-based supervision strategies combined with sexual offense specific treatment practices.

### **Program Summary**

This program is managed by the Adult Sex Offender Supervision Program Community Justice Manager. Supervision of approximately1000 sex offenders is conducted by certified Sex Offender Specialist Parole/Probation Officers (PPO). High and medium risk offenders are supervised in one of three field offices. In accordance with evidence-based practices, only high and medium risk indigent offenders are eligible for subsidy treatment funds. Sex offenders identified as lower risk to sexually reoffend are assigned to the Sex Offender Reduced Supervision Caseload (program offer 50056) after a period of documented compliance.

This program requires offenders to participate in a comprehensive evaluation, sexual offense specific treatment and ongoing evaluation of risk provided by 25 approved community treatment providers. Polygraph examinations are required for monitoring compliance with treatment expectations and supervision conditions.

This program has a direct impact on community safety and maintains high standards for offender accountability. Research has shown offenders who successfully participate in sexual offense specific treatment are less likely to reoffend than those who fail to participate in treatment (Craig et al., 2003; Hanson et al., 2009; Lovins et al., 2009; McGrath et al., 2003). Sexual and general recidivism rates of treated sex offenders has also been shown to be lower than recidivism rates of untreated sex offenders (Looman et al 2000; Hanson et al 2002). The use of polygraph examinations is invaluable in the management and treatment of sex offenders due to the information gained through the examination process. Furthermore, the use of polygraph examinations is also associated with a decline in recidivism rates (Cole, 2006; Edson et al., 2007; English et al., 2000; Krueger, 2009).

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of adult sex offenders served anually	new	new	1050	1050			
Outcome	Percent of offenders that do not sexually recidivate one vear post exit	95%	95%	95%	95%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,762,166	\$0	\$1,727,476
Contractual Services	\$400,920	\$4,722	\$456,497	\$2,769
Materials & Supplies	\$10,709	\$3,900	\$1,282	\$4,030
Internal Services	\$0	\$201,869	\$0	\$184,354
Total GF/non-GF	\$411,629	\$1,972,657	\$457,779	\$1,918,629
Program Total:	\$2,384,286		\$2,37	6,408
Program FTE	0.00	15.00	0.00	15.50

Program Revenues					
Indirect for Dept. Admin	\$163,621	\$0	\$143,770	\$0	
Fees, Permits & Charges	\$0	\$167,744	\$0	\$144,000	
Intergovernmental	\$0	\$1,804,913	\$0	\$1,774,629	
Total Revenue	\$163,621	\$1,972,657	\$143,770	\$1,918,629	

#### **Explanation of Revenues**

County General Fund plus State Department of Corrections (DOC) \$1,753,629. This is the allocation amount for the second half of the FY13-15 biennium. There is some flexibility on how funding is allocated; DOC SVDO \$21,000. The FY 2015 Budget is based upon 3 years of history of supervision days at \$8.72 each; Probation Supervision fees from clients \$144,000. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

Last Year this program was: 50040 Adult Sex Offender Supervision & Treatment

This program offer reflects a net increase of 0.50 FTE due to transfers to/from other DCJ programs in FY 2014.



#### Program #50026 - Adult Domestic Violence Supervision

4/18/2014

**Department:** Community Justice **Program Contact:** Laura Ritchie

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Domestic Violence (DV) unit collaborates with police, District Attorney's Office, courts and treatment agencies to hold offenders accountable and promote offender change. This program supervises approximately 1200 offenders convicted of misdemeanor and felony level offenses. In addition, the DV unit works closely with victims to empower them to make changes that improve their lives as well as the lives of their families. Over the last three years, about nine out of ten offenders supervised by the DV unit have not reoffended.

### **Program Summary**

The DV unit strives to end the cycle of violence by holding offenders accountable for their actions and giving them the opportunity to make long-term positive changes by engaging in appropriate counseling groups (batterer intervention, mental health, etc.). In addition to working with offenders to address behavior change, Parole/Probation Officers (PPO) in the DV unit work closely with victims to develop safety plans that help empower them to break the cycle of domestic violence. DV PPOs regularly attend court to ensure a systematic approach is being utilized in victim safety and offender accountability.

Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding high risk offenders accountable, promoting victim safety and building strong collaborative efforts with community partners. This program utilizes evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming that is proven to reduce intimate partner violence. Case management strategies provide offenders the opportunity to change by addressing factors which research has shown to reduce criminal behavior (Andrews 1994).

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of DV offenders served yearly	1279	1265	1280	1280			
	Percent of offenders not recidivating one year post admit to supervision	86%	89%	88%	88%			

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$991,286	\$1,257,197	\$977,182	\$1,176,590
Contractual Services	\$0	\$191,186	\$0	\$194,569
Materials & Supplies	\$2,080	\$15,836	\$2,340	\$14,623
Internal Services	\$139,802	\$166,920	\$143,109	\$147,308
Total GF/non-GF	\$1,133,168	\$1,631,139	\$1,122,631	\$1,533,090
Program Total:	\$2,764,307		\$2,655,721	
Program FTE	8.34	11.16	8.60	10.90

Program Revenues					
Indirect for Dept. Admin	\$135,293	\$0	\$114,881	\$0	
Fees, Permits & Charges	\$0	\$121,489	\$0	\$104,000	
Intergovernmental	\$0	\$1,509,650	\$0	\$1,429,090	
Total Revenue	\$135,293	\$1,631,139	\$114,881	\$1,533,090	

## **Explanation of Revenues**

County General Fund plus Probation Supervision fees from clients \$104,000. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status; State Department of Corrections (DOC) \$1,429,090. This is the allocation amount for the second half of the FY13-15 biennium. There is some flexibility on how funding is allocated.

## Significant Program Changes

Last Year this program was: 50041 Adult Domestic Violence Supervision



## Program #50027 - Adult Family Supervision Unit

4/18/2014

Department:Community JusticeProgram Contact:Erika PreuittProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Family Services Unit (FSU) supervises approximately over 400 offenders annually, many (50%) have children under the age of seven. Many offenders supervised by this unit are pregnant women and/or have children involved in the juvenile system. By collaborating with community partners, including the Juvenile Services Division (JSD). FSU protects children and works to break the cycle of cross-generational antisocial behavior and crime.

### **Program Summary**

FSU is a unique program which approaches supervision through a multi-disciplinary team effort. It is comprised of a staff from Child Welfare, Self sufficiency, Health Services, the Department of Corrections and mental health agencies. FSU emphasizes collaboration with other agencies for case planning, resource allocation and efficient service delivery. Integrating supervision, child welfare, the Family Court, benefits assistance, housing, social and health services as well as addiction treatment allows FSU to efficiently address dynamics that place an entire family at risk.

The Family Support project (a community-based component of FSU) reduces recidivism of women through accountability, education and training, prioritization of self sufficiency and child welfare, and through facilitating access to necessary treatment or counseling. FSU supports the County's innovative 'one family/one judge' model, wherein one judge oversees all cases associated with a particular family. In addition, FSU's approach strengthens the family's resistance to future involvement in the criminal justice system. The program successfully defrays long-term child welfare and criminal justice costs associated with inter-generational criminal activity.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders served annually	429	320	400	400			
Outcome	Percent of offenders not recidivating one year post admit to supervision	90%	92%	90%	90%			

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,417,313	\$22,796	\$1,103,340	\$23,766
Contractual Services	\$35,605	\$2,477	\$35,605	\$2,448
Materials & Supplies	\$10,670	\$0	\$8,639	\$0
Internal Services	\$21,445	\$2,881	\$15,521	\$2,786
Total GF/non-GF	\$1,485,033	\$28,154	\$1,163,105	\$29,000
Program Total:	\$1,513,187		\$1,192,105	
Program FTE	12.71	0.29	9.71	0.29

Program Revenues				
Indirect for Dept. Admin	\$2,335	\$0	\$2,173	\$0
Fees, Permits & Charges	\$0	\$28,154	\$0	\$29,000
Total Revenue	\$2,335	\$28,154	\$2,173	\$29,000

## **Explanation of Revenues**

County General Fund plus Probation Supervision fees from clients \$29,000. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## **Significant Program Changes**

Last Year this program was: 50042 Adult Family Supervision Unit

This program offers reflects a decrease of 3.00 FTE Juvenile Counselor's that transferred to other DCJ programs in FY 2014.



## Program #50028 - Adult Day Reporting Center

4/18/2014

Department:Community JusticeProgram Contact:Erika PreuittProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Day Reporting Center (DRC) is a cost-effective public safety program that holds high risk, violent, mentally ill and drug addicted adult probation and parole violators accountable for their actions. DRC provides intensive case management and counseling, educational and cognitive behavioral skill-based programming through individual sessions and group processes, plus a motivational enhancement group (otherwise known as FOR curriculum - Focus on Re-entry) and employment services.

### **Program Summary**

DRC is a nonresidential sanction and skill building program for adult offenders. DRC is an alternative consequence to jail or other custody sanctions used to address supervision violations. The existence of this program allows jail beds to be available for more serious offenders.

The program works with high and medium risk offenders who have been released from incarceration or who have been sanctioned to the program by their Parole/Probation Officer (PPO) due to supervision violations. Offenders in this program receive services designed to address challenging life circumstances - addiction and mental issues, criminal thinking and attitudes, inadequate work skills and lack of stability and/or pro-social support.

DRC promotes public safety by implementing evidence-based programs which research shows reduces offender arrests, decreases drug use and increases employment (Rhyne and Hamblin 2010). In FY 2013, DRC served over 2,300 clients. PPOs rely on DRC as a non-jail sanction option. When compared to the cost of jail beds, DRC is significantly more cost effective. The daily cost per client in DRC is \$46.52, as compared \$170 per client per day in jail.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of clients served annually	2326	2700	2500	2500			
Outcome	Percent of offenders not recidivating one year post admit to supervision	85%	83%	85%	85%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$166,914	\$1,568,694	\$294,529	\$1,561,785
Contractual Services	\$64,000	\$0	\$64,000	\$0
Materials & Supplies	\$6,299	\$0	\$7,379	\$0
Internal Services	\$8,941	\$0	\$7,406	\$0
Total GF/non-GF	\$246,154	\$1,568,694	\$373,314	\$1,561,785
Program Total:	\$1,814,848		\$1,93	5,099
Program FTE	1.84	15.16	3.09	14.91

Program Revenues				
Other / Miscellaneous	\$246,154	\$0	\$256,500	\$0
Total Revenue	\$246,154	\$0	\$256,500	\$0

## **Explanation of Revenues**

County General Fund plus Circuit Court Jail Assessments \$256,500, which are deposited into the general fund. Revenue is collected by the Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005. Other Funds of \$1,561,785 are County General Fund (provided by Video Lottery funds).

## Significant Program Changes

Last Year this program was: 50043 Adult Day Reporting Center

This program offer reflects the increase of 1.00 FTE Community Justice Manager that transferred from another DCJ program in FY 2014.



#### Program #50029 - Adult Electronic Monitoring

4/18/2014

Department:Community JusticeProgram Contact:Jay ScrogginProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Electronic Monitoring (EM) allows staff to monitor the activities of pre- and post-adjudicated individuals in the community through house arrest, curfew monitoring, alcohol consumption monitoring, or the monitoring of an offender's movement in the community. Utilizing EM and Global Positioning Software (GPS) technology to minimize the movements of offenders within the community has proven to be a reliable, cost-effective way to sanction offenders and reinforce public safety and the safety of victims.

### **Program Summary**

EM enables the County to utilize a restriction other than jail during pre-adjudication and post-conviction. EM allows Parole/Probation Officers (PPO) to know where high risk offenders are located at any given time. This alternative sanction expands supervision sentencing options for judges and creates cost-effective offender management by having the offender pay a portion of the equipment costs (based upon subsidy eligibility). Current data indicate most defendants and offenders on EM complete their obligation successfully. On average, 105 sanctioned individuals are supervised per day on EM, which translates to \$3.5 million in cost avoidance for the County on an annual basis.

This sanction further allows the offender the ability to maintain employment and continue participation in treatment groups. The EM Program provides case management assistance to PPOs by installing the bracelets, monitoring compliance, responding to program violations and maintaining an EM database.

The EM program is a collaborative, systems-oriented project that works closely with PPOs who in turn work with the Courts, the Oregon Board of Parole and Post Prison Supervision and the District Attorney's Office to enhance the success of individuals placed on community supervision.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of offenders served	1207	2100	1500	1600	
Outcome	Number of jail beds saved	37,742	37,000	38,000	39,000	

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$247,852	\$0	\$255,569	\$0
Contractual Services	\$123,695	\$0	\$123,695	\$0
Materials & Supplies	\$780	\$0	\$780	\$0
Total GF/non-GF	\$372,327	\$0	\$380,044	\$0
Program Total:	\$372,327		\$380,044	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

# **Explanation of Revenues**

County General Fund

# **Significant Program Changes**

Last Year this program was: 50044 Adult Electronic Monitoring



## Program #50030 - Adult Property Crimes Programs (RAIN & START)

4/18/2014

Department:Community JusticeProgram Contact:Truls NealProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Many individuals who commit property crimes are also addicted to alcohol or drugs. In an attempt to decrease additional felony convictions and hold people accountable both the State Department of Corrections and the Oregon Criminal Justice Commission invested monies into comprehensive programming for this population. The funding agencies conduct evaluations of each program and report back to the legislature on the results.

## **Program Summary**

DCJ has received funding for the Recidivism Addiction Intervention Network (RAIN) and the Success Through Accountability, Restitution and Treatment (START) court. These programs were funded through the passage of Measure 57 during 2008 which had limited monies dedicated to alcohol and drug treatment. Both of these programs are multi-disciplinary in nature and the monies have been divided between a variety of stakeholders.

Both the RAIN and START programs require stringent drug testing, supervision and case management services through Parole/Probation Officers (PPO), funding for jail beds or jail transition services, and alcohol and drug treatment. There are specific criteria for selection to each program.

The RAIN program has a staff member from a drug treatment program housed at the DCJ office and there is treatment on demand. PPOs work closely with jail counselors so that offenders sanctioned to jail have program expectations reinforced. DCJ and treatment staff members co-facilitate aftercare groups and individual "check-ups" at the office, even after formal treatment ends. Capacity is 100 offenders per year.

The START Drug Court integrates outpatient treatment with frequent judicial and probation interactions. START imposes swift and sure consequences for program violations, and uses incentives for positive changes. START is a collaborative program between the Courts, MCSO, Metropolitan Public Defenders, District Attorney's Office, Volunteers of America and DCJ. Capacity is 200 offenders per year.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of offenders served yearly	316	265	300	300	
Outcome	Percent of offenders who do not recidivate one year post admit	86%	85%	85%	85%	

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$198,090	\$531,445	\$220,403	\$565,958
Contractual Services	\$0	\$1,067,887	\$4,000	\$943,434
Materials & Supplies	\$1,430	\$40,742	\$2,933	\$66,808
Internal Services	\$0	\$105,179	\$0	\$162,303
Total GF/non-GF	\$199,520	\$1,745,253	\$227,336	\$1,738,503
Program Total:	al: \$1,944,773		\$1,965,839	
Program FTE	1.85	5.15	1.92	5.95

Program Revenues				
Indirect for Dept. Admin	\$69,752	\$0	\$125,417	\$0
Fees, Permits & Charges	\$0	\$17,499	\$0	\$17,000
Intergovernmental	\$0	\$1,727,754	\$0	\$1,721,503
Total Revenue	\$69,752	\$1,745,253	\$125,417	\$1,738,503

#### **Explanation of Revenues**

County General Fund plus State Department of Corrections (DOC) \$707,169. This is the allocation amount for the second half of the FY13-15 biennium. Funding restricted to program that supports Measure 57; State Criminal Justice Commission \$916,380. Award ends 6/30/2015. Probation Supervision fees from clients \$17,000. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status; Bureau of Justice Administration START Court grant \$97,954. Award ends 9/30/2014, assuming renewal through 9/30/16.

## Significant Program Changes

Last Year this program was: 50045 Adult Property Crimes Programs (RAIN & START

This program offer reflects an increase of 0.87 FTE that will transfer from other DCJ programs in FY 2015.



## Program #50031 - Community Service - Formal Supervision

4/18/2014

Department:Community JusticeProgram Contact:Erika PreuittProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Adult Community Service Program (CS) provides an effective, cost-efficient sentence / sanction that is available to the Courts and Parole/Probation Officers. CS promotes public safety by engaging corrections clients in a pro-social occupation of their time, as well as teaching pro-social skills and promoting anti-criminal thinking patterns. CS assists clients with their court mandated obligations of community service work and provides sanctioning services to Formal Probation clients.

## **Program Summary**

Community Service provides the courts and Parole/Probation Officers (PPO) with a cost-effective method of holding offenders accountable while providing reparations for the community. Clients are referred to Community Service by the Courts and by PPO's. Courts sentence offenders to community service as a condition of probation and PPO's can sanction offenders to complete community service as a consequence of a supervision violation. Over 100 non-profit community organizations use offenders in this program for non-paid work. Along with being an alternative sanction to jail, CS also provides offenders the chance to give back by improving the livability of the community through the work that is accomplished in this program.

Offenders work in parks and assist non-profit agencies in a variety of projects that benefit the community. DCJ Community Service crews have averaged approximately 75,000 hours of work for the community over the past year. CS also represents a sanctioning option that monitors offenders, holds them accountable and reserves jail beds for the most violent offenders.

The Juvenile Community Service / Project Payback Program provides youth with the ability to fulfill their Court mandated obligation while earning money to pay their ordered restitution. Over the past year, the Juvenile CS Division crews worked approximately 11,076 hours in the community and paid \$66,661 in payments to the Court and individual victims for restitution.

The Multnomah County Juvenile Community Service program has two components: Community Service and Project Payback. Youth work doing landscaping work and litter clean-up in much needed areas. Project Payback gives youth the opportunity to earn money that goes directly to pay owed restitution. Both Community Service and Project Payback provide youth with a pro-social activity while teaching valuable skills in working with hand/power equipment. Youth learn landscaping techniques, tool maintenance, and how to safely and efficiently accomplish tasks.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Annual dollars of unpaid work provided to the community	\$383,614	\$785,000	\$391,300	\$390,000			
Outcome	Percent of offenders on felony supervision who closed with 100% hours worked	72%	15%	62%	70%			

#### **Performance Measures Descriptions**

FY14 purchased estimates are low in anticipation of the possible effects of an internal reorganization that did not ultimately impact productivity.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$807,340	\$208,590	\$831,682	\$206,091
Contractual Services	\$9,273	\$93,857	\$9,273	\$95,063
Materials & Supplies	\$42,755	\$0	\$41,881	\$0
Internal Services	\$126,765	\$34,497	\$75,122	\$32,013
Total GF/non-GF	\$986,133	\$336,944	\$957,958	\$333,167
Program Total:	\$1,323,077		\$1,29	1,125
Program FTE	8.08	2.42	8.21	2.29

Program Revenues					
Indirect for Dept. Admin	\$27,949	\$0	\$24,966	\$0	
Fees, Permits & Charges	\$0	\$30,104	\$0	\$25,727	
Intergovernmental	\$0	\$306,840	\$0	\$307,440	
Total Revenue	\$27,949	\$336,944	\$24,966	\$333,167	

#### **Explanation of Revenues**

County General Fund plus IGA with City of Portland Water Bureau at \$40,000 per year. Work crews provide scheduled general heavy brushing work on right of ways, roadsides, trails, and COP properties. Current IGA through 6/30/2014, anticipating renewal at same amount; IGA with City of Portland Parks & Recreation \$162,272. Work crews provide scheduled maintenance of Portland Parks, golf courses and other sites. FY 2015 rate is \$461/day; Fees from adult clients \$25,727. Fee charged per ORS 423.570. This is a one time only fee set at \$35 per Board Resolution for clients sentenced to community service of 40 hours or more. IGA with COP Water Bureau through 6/30/2016 to provide youth work crew for outdoor maintenance and landscape services to the Bureau of Water Works at locations throughout the City. IGA is for \$75,000 each fiscal year; IGA with Metro through 6/30/15 for \$30,168 to provide youth work crew through Project Payback for twice weekly litter pick-up. Proceeds used for victim restitution.

#### Significant Program Changes

Last Year this program was: 50046 Adult Community Service - Formal Supervision

and 50025 Juvenile Community Service & Project Payback



#### Program #50032 - Adult Community Service - Bench Probation

4/18/2014

Department:Community JusticeProgram Contact:Erika PreuittProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Adult Community Service program (CS) for Bench Probation assists the courts by providing an effective, cost-efficient sentence/sanction for offenders who are supervised directly by a Judge. CS promotes public safety by engaging corrections clients in a pro-social occupation of their time, as well as teaching pro-social skills and promoting anti-criminal thinking patterns.

### **Program Summary**

CS for Bench Probation provides direct visibility of offenders as they restore the damage done to the community as a result of criminal actions. These offenders do not have a Parole/Probation Officer (PPO) and report directly to the sentencing Judge. In addition to the placement and monitoring of bench probation clients, CS staff work with individuals participating in Project Clean Slate (PCS). PCS converts outstanding financial obligations for minor criminal and/or civil matters into community service work. The CS office interviews PCS participants, assigns them to a community service project, supervises the work, maintains a file for each case and reports back to the Court regarding each participant's compliance.

CS is responsible for coordinating community service work sites at public and non-profit agency locations, supervising each offender's community service and providing offender status reports to the Courts. Over 100 non-profit community organizations use offenders in DCJ's CS program for non-paid work. Along with being an alternative sentence/sanction to jail, CS also provides offenders the chance to give back by improving the livability of the community through the work that is accomplished in this program. In partnership, CS and PCS play an assisting role in clearing outstanding warrants and court obligations that often impede an individual's ability to find stable housing, employment and/or financial assistance.

CS exemplifies cost-efficient cooperation and collaboration between the criminal justice system and public/non-profit agencies by providing a cost savings equivalent to over 10,000 jail bed days per year. Court ordered CS has also generated over \$390,000 of unpaid work benefiting the community in FY 2013.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Annual dollars of unpaid work provided to the community	\$391,004	\$230,000	\$343,000	\$345,000		
Outcome	Number of jail beds saved	10,909	2,500	10,125	10,000		

## **Performance Measures Descriptions**

FY14 purchased estimates are low in anticipation of the possible effects of an internal reorganization that did not ultimately impact productivity.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$253,091	\$0	\$259,423	\$0
Materials & Supplies	\$780	\$0	\$780	\$0
Total GF/non-GF	\$253,871	\$0	\$260,203	\$0
Program Total:	\$253	\$253,871		,203
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

County General Fund

# **Significant Program Changes**

Last Year this program was: 50049 Adult Community Service-Bench Probation



### Program #50033 - Adult Londer Learning Center

4/18/2014

**Department:** Community Justice **Program Contact:** Erika Preuitt

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Londer Learning Center (LLC) promotes public safety by addressing low employability, lack of education and antisocial behaviors of offenders. If unaddressed, these prime risk factors often lead to increased crime, re-incarceration and unpaid restitution to victims. LLC's outcomes earned recognition as a national program model by the US Office of Vocational and Adult Education.

### **Program Summary**

LLC works in collaboration with Parole/Probation Officers (PPO), courts, judges, treatment providers, community colleges and employment agencies. PPOs, courts, and treatment providers annually refer over 750 medium and high risk offenders for instruction in employment skills, GED preparation, career development, college transition courses. Enhanced programming has enabled more adults to access pre-apprenticeship jobs training and community college certificate programs.

More than 70 percent of offenders accessing LLC read below 9th grade levels; 90 percent perform math below 5th grade levels; 42 percent have suspected learning disabilities; and 70 percent suffer from substance abuse and attention deficit disorders. Instruction focuses on academics, pro-social skills, addressing learning challenges and behavioral issues that inhibit an offender's ability to find and maintain employment. Employment courses teach job search techniques and how to overcome criminal history barriers.

LLC facilitates transitional courses for vocations and apprenticeships through close collaboration with Portland Community College, construction trades training and links with Worksource Centers. Instructors at LLC use cognitive behavioral and motivational interviewing techniques to elicit change in offenders.

A large percentage of inmates within Oregon prisons and jails are school dropouts. Criminal behavior is more likely in adults with low levels of education and vocational training. Offenders who receive basic literacy instruction during or after incarceration are less likely to return to prison (Greenberg et al. 2007).

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders served annually	750	950	800	800			
Outcome	Percent of program participants earning a GED	28%	50%	28%	28%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$749,488	\$0	\$753,422
Contractual Services	\$5,400	\$17,642	\$0	\$17,642
Materials & Supplies	\$4,600	\$29,894	\$0	\$30,279
Internal Services	\$0	\$1,714	\$0	\$1,279
Total GF/non-GF	\$10,000	\$798,738	\$0	\$802,622
Program Total:	\$808,738		\$802	2,622
Program FTE	0.00	8.40	0.00	8.40

Program Revenues						
Intergovernmental	\$0	\$30,450	\$0	\$23,080		
Service Charges	\$0	\$25,000	\$0	\$29,344		
Total Revenue	\$0	\$55,450	\$0	\$52,424		

### **Explanation of Revenues**

County General Fund plus DOE PCC Londer \$23,080. Agreement ends 6/30/2014. Anticipating agreement will be extended at the same level of funding for FY 2015; State of Oregon DHS Access to Recovery \$29,344. Agreement ends 6/30/2014. Anticipating agreement will be extended. Estimated revenue based on fee for service reimbursement from the State through the Londer Learning Center client services; Plus other funds of \$750,197 are County General Fund (provided by Video Lottery funds).

## Significant Program Changes

Last Year this program was: 50047 Adult Londer Learning Center



### Program #50034 - Adult Field Services - Medium Risk Generic Supervision

4/18/2014

**Department:** Community Justice **Program Contact:** Patrick Schreiner

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Multnomah County's Level III (Medium) Risk Generic Supervision unit was created due to research which shows that over supervising offenders may increase their likelihood to recidivate. Level III Risk Supervision is designed to supervise offenders at a level that is appropriate to their risk. The primary focus is to construct appropriate supervision strategies by addressing the offenders' dynamic criminogenic risks, needs, and responsivity factors in order to decrease the risk for recidivism.

### **Program Summary**

The Level III Risk Generic Supervision unit supervises approximately 950 offenders annually. Parole/Probation Officers (PPO) tailor supervision methods based upon the needs and risk level of the offender. Supervision may be conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members; d) positive reinforcement principles (when offenders have demonstrated compliance); and e) coordination with law enforcement agencies, as appropriate.

Adult supervision is an essential component of public safety. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these offenders committing new crimes is reduced when evidence-based supervision is in place and monitored. Concurrent with the implementation of evidence-based supervision practices, Multnomah County has experienced a steady decline of recidivism rates over the past ten years.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of offenders served annually	976	930	950	950		
Outcome	Percent of offenders not recidivating one year post admit	96%	90%	90%	90%		

## **Performance Measures Descriptions**

Recidivism is based on new felony convictions.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$790,876	\$66,213	\$536,271	\$72,622
Contractual Services	\$0	\$1,042	\$0	\$1,499
Materials & Supplies	\$4,728	\$0	\$4,869	\$0
Internal Services	\$0	\$7,667	\$0	\$7,879
Total GF/non-GF	\$795,604	\$74,922	\$541,140	\$82,000
Program Total:	\$870,526		\$623	3,140
Program FTE	8.07	0.43	5.29	0.71

Program Revenues					
Indirect for Dept. Admin	\$6,214	\$0	\$6,145	\$0	
Fees, Permits & Charges	\$0	\$74,922	\$0	\$82,000	
Total Revenue	\$6,214	\$74,922	\$6,145	\$82,000	

## **Explanation of Revenues**

County General Fund plus Probation Supervision fees from clients \$82,000. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## **Significant Program Changes**

Last Year this program was: 50048 Adult Field Services-Medium Risk Generic Sup

This program offers reflects a decrease of 2.50 FTE that transferred to other DCJ programs in FY 2014.



#### Program #50035 - Support to Community Court

4/18/2014

**Department:** Community Justice **Program Contact:** Erika Preuitt

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Community Court is sponsored by the Multnomah County District Attorney's Office. Police Officers cite people accused of misdemeanors and violations directly to Community Court. Most non-violent, non person-to-person misdemeanors and violations are eligible to remain in Community Court for final resolution, which allows for social service referrals, a community service sentence, and dismissal of most charges on the first case.

## **Program Summary**

Community Court is a collaborative program staffed by the District Attorney's Office, the Circuit Court, Multnomah County Human Services, the Department of Community Justice (DCJ), Portland Business Alliance, Oregon Indigent Defense Services, Sheriff's Office, Portland State University and Portland Community College. Community Court is designed to address less serious offenses that negatively impacts livability. Community Court provides real consequences for offenders as well as attempting to meet their social service needs. These offenders do not have a Parole/Probation Officer (PPO), but report directly to the sentencing judge. The Department of Community Justice provides one Corrections Technician (CT) to support Community Court.

Offenders sentenced to Community Court are typically cited on non person-to-person misdemeanors and violations. A typical Community Court sanction includes one to five days of community service and may include a social service mandate as well. Most first-time cases sent through Community Court are dismissed if the defendant successfully completes the Community Court sanction.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of participants referred annually	2912	3000	3000	3000		
Outcome	Annual hours of community service	25,005	26,000	26,000	26,000		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$86,805	\$0	\$87,273	\$0
Materials & Supplies	\$1,860	\$0	\$1,820	\$0
Total GF/non-GF	\$88,665	\$0	\$89,093	\$0
Program Total:	\$88,665		\$89	093
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

County General Fund

# **Significant Program Changes**

Last Year this program was: 50050 Support to Community Court



#### Program #50036 - Adult Domestic Violence Deferred Sentencing

4/18/2014

**Department:** Community Justice **Program Contact:** Laura Ritchie

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The DV unit strives to end the cycle of violence by holding offenders accountable for their actions and giving them the opportunity to make long-term positive changes by engaging in appropriate counseling groups (batterer intervention, mental health, etc.). In addition to working with offenders to address behavior change, Parole/Probation Officers (PPO) in the DV unit work closely with victims to develop safety plans that help empower them to break the cycle of domestic violence.

### **Program Summary**

Related to program offer 50026, this program offer provides two critical service components to the Domestic Violence (DV) unit:

- 1) First-time domestic violence offenders are placed in the Deferred Sentencing Program (DSP). DSP provides offenders access to services that help address their violent behavior patterns. If an offender successfully completes all requirements of DSP, he/she is not convicted of the initial offense and the case is dismissed.
- 2) DSP refers DV offenders to intervention services for batterers, which helps prevent their behavior from escalating into further contacts with law enforcement and subsequent stays in costly jails.

DV PPOs regularly attend court to ensure a systematic approach is being utilized in victim safety and offender accountability.

Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding high risk offenders accountable, promoting victim safety and building strong collaborative efforts with community partners. This program utilizes evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming. Case management strategies provide offenders the opportunity to change by addressing factors which research has shown to reduce criminal behavior (Andrews 1994).

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders served annually	100	40	100	100			
Outcome	Percent of offenders that do not recidivate one year post admit	100%	100%	100%	98%			

#### **Performance Measures Descriptions**

Recidivism is based on new felony convictions.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$86,805	\$0	\$87,273	\$0
Materials & Supplies	\$260	\$0	\$260	\$0
Total GF/non-GF	\$87,065	\$0	\$87,533	\$0
Program Total:	\$87,065		\$87	533
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

County General Fund

# **Significant Program Changes**

Last Year this program was: 50051 Adult Domestic Violence Deferred Sentencing



#### Program #50037 - Adult Sex Offender Reduced Supervision (SORS)

4/18/2014

Department:Community JusticeProgram Contact:Jay ScrogginProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Sex Offender Reduced Supervision (SORS) caseload provides supervision for sex offenders who have been identified as low risk for sexual reoffense by validated risk assessment tools. A reduced level of supervision is provided to qualifying offenders in order to monitor compliance with sexual offense specific treatment, sex offender registration and special conditions of supervision. This caseload's staff assists with community safety by reducing risk through continued monitoring of the offender's behavior while on supervision.

### **Program Summary**

The SORS caseload is for sex offenders who have been identified as low risk for sexual reoffense. These offenders have shown compliance via:

- 1) Completing a minimum of one year supervision and treatment;
- 2) Passing a full disclosure polygraph (if medically able and if no extenuating circumstances exist);
- 3) Passing a maintenance polygraph within six months prior to their transfer to the SORS caseload; and
- 4) Having a limited sexual and criminal history.

An offender who meets any of the below criteria is excluded from SORS supervision:

- 1) Having an Axis II diagnosis (personality disorder)\*;
- 2) Having a score of 6+ on the Static-99 assessment tool;
- 3) Having a primary sexual preference for children or sexual arousal to violence;
- 4) Having emotional identification with children;
- 5) Diagnosis of mental illness or Mentally Retarded Developmentally Disabled (MRDD);
- 6) Having any predatory designation\*.
- \*May be waived by the manager

In accordance with the Risk/Need/Responsivity model, the SORS program limits the extent of resources invested in low risk offenders and focuses on allocating the majority of resources to high and medium risk sex offenders. One Sex Offender Specialist Parole/Probation Officer (PPO) supervises approximately 140 offenders on the SORS caseload and is required to complete a home visit every six months. The offender is required to submit monthly reports, report in person every six months, successfully complete a maintenance polygraph every six months, participate in sexual offense specific treatment until discharged, and pay supervision and court ordered fees. Offenders are returned to a high risk caseload if there are any indications of status instability or verified behaviors that present an increased risk to the community or victim.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders served annually	142	135	140	140			
Outcome	Percent of program participants that do not recidivate one year post admit	100%	100%	100%	100%			

#### **Performance Measures Descriptions**

Recidivism is based on new felony convictions.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$131,002	\$0	\$133,829
Materials & Supplies	\$0	\$260	\$0	\$260
Internal Services	\$0	\$14,964	\$0	\$14,254
Total GF/non-GF	\$0	\$146,226	\$0	\$148,343
Program Total:	\$146,226		\$148	3,343
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$12,129	\$0	\$11,116	\$0
Intergovernmental	\$0	\$146,226	\$0	\$148,343
Total Revenue	\$12,129	\$146,226	\$11,116	\$148,343

## **Explanation of Revenues**

State Department of Corrections (DOC) \$148,343. This is the allocation amount for the second half of the FY13-15 biennium. There is some flexibility on how funding is allocated.

## **Significant Program Changes**

Last Year this program was: 50052 Adult Sex Offender Reduced Supervision (SORS



### Program #50038 - Adult Generic Reduced Supervision (Casebank)

4/18/2014

Department:Community JusticeProgram Contact:Jay ScrogginProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Level 4 Reduced Supervision Team (RST) is the foundation for evidence-based practices in the Department of Community Justice (DCJ) Adult Services Division (ASD). The RST model provides minimal intrusion into the offender's life, takes care not to bring the offender deeper into the criminal justice system and encourages increased self-sufficiency. Over 2,500 offenders are supervised by RST annually.

### **Program Summary**

Offenders are assessed utilizing risk tools. Those who have the lowest risk to re-offend are routed to RST for supervision. Research shows that providing intense supervision to lower risk offenders is detrimental and causes more harm (Andrews, Bonta and Hoge 1990).

RST is a formal probation/parole/post-prison program that tracks the offender's supervision to completion. The offender is not required to see a Parole/Probation Officer (PPO) but must report any changes in address or employment, any law enforcement contact, and must receive permission to travel outside of Oregon. The offender must complete probation/parole/post-prison conditions. RST monitors new criminal activity and responds with an array of sanctions or redirection, which can include a caseload transfer for more intensive supervision, jail/revocation, electronic monitoring and/or community service.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders served annually	2744	2800	2800	2800			
Outcome	Percent of offenders not recidivating one year post admit to supervision	91%	94%	94%	94%			

## **Performance Measures Descriptions**

Recidivism is based on new felony convictions.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$870,533	\$352,388	\$944,860	\$347,363
Contractual Services	\$2,750	\$19,760	\$2,750	\$17,818
Materials & Supplies	\$15,156	\$0	\$21,805	\$0
Internal Services	\$2,536	\$42,425	\$2,552	\$38,819
Total GF/non-GF	\$890,975	\$414,573	\$971,967	\$404,000
Program Total:	\$1,305,548		\$1,37	5,967
Program FTE	8.49	3.51	9.40	3.60

Program Revenues					
Indirect for Dept. Admin	\$34,387	\$0	\$30,274	\$0	
Fees, Permits & Charges	\$0	\$414,573	\$0	\$404,000	
Other / Miscellaneous	\$247,882	\$0	\$236,250	\$0	
Total Revenue	\$282,269	\$414,573	\$266,524	\$404,000	

## **Explanation of Revenues**

County General Fund plus Circuit Court Jail Assessments \$236,250 which are deposited into the general fund. Revenue is collected by Mult Co. Circuit Court per ORS 137.309. DCJ Receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005; Probation Supervision fees from clients \$404,000. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

Last Year this program was: 50053 Adult Generic Reduced Supervision (Casebank)

This program offer reflects an increase of 1.00 FTE Probation/Parole Officer in FY 2015.



#### Program #50039A - Monitor Misdemeanor Program

4/18/2014

Department:Community JusticeProgram Contact:Jay ScrogginProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Monitored Misdemeanor Program (MMP) promotes public safety by monitoring over 2,200 adult offenders on bench probation who have 1 or more convictions for Driving Under the Influence of Intoxicants (DUII). MMP staff monitors these cases by tracking each case for police contacts and reporting these contacts to the judge supervising the case. MMP staff also collects offender monitoring fees.

### **Program Summary**

The Monitored Misdemeanor Program (MMP) provides a service to the courts by monitoring police contacts with DUII offenders who are placed on bench probation and have failed to successfully complete the DUII Diversion program or is ineligible for diversion. Fifteen percent of these offenders are high risk multiple DUII offenders participating in the DUII Intensive Supervision Program.

Defendants monitored by MMP are entered into the statewide computer system known as the Law Enforcement Data System (LEDS) following their conviction. Police contact will generate an electronic notification sent to MMP staff directly from law enforcement. A MMP staff member researches the nature of the contact and sends a report to the supervising judge. The report to the judge includes information regarding law enforcement contact that reveals alcohol use, illegal driving or new criminal activity; or when an offender exhibit behaviors as reported by law enforcement which appear to constitute a significant danger to public safety.

The ability of the MMP unit to monitor the activities of offenders allows the courts to effectively supervise these cases and address violations in a timely manner. MMP is instrumental in holding bench probation clients accountable by serving as a connection between law enforcement and the courts.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of offenders served annually	2000	2200	2200	2200		
Outcome	Percent of successful closures	83%	83%	83%	83%		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$240,921	\$0	\$234,724
Contractual Services	\$0	\$4,265	\$0	\$4,392
Materials & Supplies	\$0	\$2,614	\$0	\$2,841
Internal Services	\$0	\$43,852	\$0	\$36,525
Total GF/non-GF	\$0	\$291,652	\$0	\$278,482
Program Total:	\$291	\$291,652		3,482
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$24,191	\$0	\$20,868	\$0
Fees, Permits & Charges	\$0	\$291,652	\$0	\$278,482
Total Revenue	\$24,191	\$291,652	\$20,868	\$278,482

## **Explanation of Revenues**

Bench Probation fees \$278,482. Fees are set by and ordered by the Circuit Court as a condition of Probation and payable to DCJ for monitoring of the clients.

## **Significant Program Changes**

Last Year this program was: 50054A Adult Enhanced Bench for DUIL



#### Program #50039B - Enhanced Monitored Misdemeanor Probation

4/18/2014

**Department:** Community Justice **Program Contact:** Jay Scroggin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Enhanced Monitored Misdemeanor Probation (EMMP) promotes public safety by monitoring and supervising higher risk adult offenders who are currently placed on bench probation with minimal monitoring. Full capacity of the program is an estimated 1,000 offenders. EMMP staff monitors and supervises these offenders by tracking each case for police contact, new criminal activity, and compliance or violation of key criminogenic and restorative justice conditions. Supervision fees will also be collected.

### **Program Summary**

Enhanced Monitored Misdemeanor Probation (EMMP) will begin as a pilot program with the ability to modify program operations according to regularly scheduled reviews with criminal justice partners. The most common offenses for people placed on bench probation are assaults, menacing, drunk driving, and theft. This program is strongly supported by Multnomah County judges, who currently do not have sufficient staff or supervision programs to respond to all of the offenders currently serving a bench probation.

DCJ's ability to monitor additional offenders will be modeled on the existing Monitored Misdemeanor Probation program that is utilized heavily by the Courts – but is restricted in terms of eligibility to only first and second time drunk driving convictions, and is limited in actual supervision provided. People on EMMP will be able to report compliance issues, maintain current address and contact information, and pay supervision fees electronically. On a regular schedule, compliance will be monitored with regards to special conditions such as treatment, community service, and restitution.

Defendants monitored by EMMP will also be entered into the statewide computer system known as the Law Enforcement Data System (LEDS) following their conviction. Police contact will generate an electronic notification sent to EMMP staff directly from law enforcement. A staff member researches the nature of the contact and depending on the severity of the violation will utilize structured sanctions and/or send a report to the supervising judge. Reports to the court will include information regarding law enforcement contact that reveals new criminal activity; and/or when an offender exhibits behaviors as reported by law enforcement which appear to constitute a significant danger to public safety.

The ability of the EMMP unit to monitor the activities of offenders allows the courts to effectively manage these higher risk offenders and address violations in a timely manner. EMMP is instrumental in holding bench probation clients accountable by serving as a connection between law enforcement, probationers, and the courts; thereby enhancing public safety.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of offenders successfully registered in web supervision tool	new	new	700	1000			
Outcome	Reduction in bench probationers use of jail beds	new	new	150	1825			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$100,000	\$233,076	\$273,406	\$52,170
Contractual Services	\$0	\$75,000	\$0	\$44,115
Materials & Supplies	\$0	\$1,040	\$516	\$524
Internal Services	\$0	\$35,239	\$0	\$10,291
Total GF/non-GF	\$100,000	\$344,355	\$273,922	\$107,100
Program Total:	\$444	\$444,355		,022
Program FTE	0.96	3.04	3.28	0.72

Program Revenues				
Indirect for Dept. Admin	\$28,562	\$0	\$8,025	\$0
Fees, Permits & Charges	\$0	\$344,355	\$0	\$107,100
Total Revenue	\$28,562	\$344,355	\$8,025	\$107,100

### **Explanation of Revenues**

County General Fund plus Bench Probation fees \$107,100. Fees are set by and ordered by the Circuit Court as a condition of Bench Probation and payable to DCJ for monitoring of the clients.

## Significant Program Changes

Last Year this program was: 50054B Web Enhanced Bench Probation

This program offer reflects a planned ramp up in services over the course of the year, resulting in a reduction in supervision fee revenue of approximately \$240k from FY 2014's estimate.

\$240,000 loss in fee revenue backfilled with \$172,365 from the General Fund



### Program #50040 - Adult Effective Sanctioning Practices

4/18/2014

Department:Community JusticeProgram Contact:Laura RitchieProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Research has shown offender behavior change requires a balance of supervision, services and sanctions. Sanctions are a part of sound correctional practice. A Vera Institute study dated December 2007 shows alternative sanctions have a greater impact on offender behavior than jail beds alone. Other studies demonstrate Day Reporting Centers, Community Service and other program-based sanctions result in a decrease in recidivism. This program provides Parole/Probation Officers (PPO) an array of less expensive, more effective sanctioning options than incarceration alone.

### **Program Summary**

Sanctions are imposed by PPOs to address supervision violations. Typically, these violations are not new crimes. Sanctions are used to hold offenders accountable and promote offender behavior change. To be effective, a continuum of sanctioning incorporates options ranging from least restrictive to incarceration. A range of options allows the PPO to impose a sanction equal to the severity of the violation.

This program offer will enable DCJ to provide immediate access to the Day Reporting Center (DRC), Community Service (CS) and Electronic Monitoring (EM) for offenders who would otherwise be sanctioned to jail.

Jail beds are the most expensive sanctioning option available for PPOs and have been shown to be the least effective option for changing offender behavior. Because of the high cost, jail beds should remain available for the highest risk offenders who cannot be managed successfully in the community.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average number of alternative sanctions recommended per month	314	275	300	320			
Outcome	Average number of revocations per month	31	25	30	30			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$951,907	\$0	\$908,010	\$0
Contractual Services	\$182,089	\$0	\$182,089	\$0
Materials & Supplies	\$31,003	\$0	\$28,670	\$0
Total GF/non-GF	\$1,164,999	\$0	\$1,118,769	\$0
Program Total:	\$1,16	\$1,164,999		8,769
Program FTE	10.50	0.00	9.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

County General Fund

## **Significant Program Changes**

Last Year this program was: 50055 Adult Effective Sanctioning Practices

This program offers reflects a decrease of 1.00 FTE that transferred to other DCJ programs in FY 2014.



#### Program #50041 - Mental Health Pilot - Supportive Housing

4/18/2014

**Department:** Community Justice **Program Contact:** Ginger Martin

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

## **Executive Summary**

This pilot will provide 20 beds of supportive housing and case management to offenders with mental illness toward the goal of reducing jail admissions. For offenders who are mentally ill and commit low level crimes leading to incarceration, providing housing with treatment and other community services will better address community stability and improve chances for long term change. Repeated jail stays are more costly, may promote instability, and do not result in long term change.

### **Program Summary**

The supportive housing pilot will provide a combination of housing and services intended to help offenders with mental illness live more stable lives and avoid repeated incarceration for low level criminal behavior. Supportive housing is coupled with social services such as: mental health treatment, job training, life skills training, alcohol and drug abuse programs, community support services (e.g., child care, educational programs, social activities), and case management to create stability and to assist offenders with multiple needs receive appropriate community services and treatment.

Research shows that these offenders are likely to have continued contact with the corrections system. The use of supportive housing has been shown to be cost-effective resulting in reductions in the use of shelter, ambulance, police/jail, health care, emergency room, behavior health, and other service costs. For example, a study of homeless people in New York City with serious mental illness found that providing supportive housing to the individuals directly resulted in a 60% decrease in emergency shelter use for clients, as well as decreases in the use of public medical and mental health services, city jails, and state prisons.

According to a 2007 study done by the National Alliance to End Homelessness supportive housing helps tenants increase their incomes, work more, get arrested less, make more progress toward recovery, and become more active, valued and productive members of their communities.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Average number of offenders housed monthly	new	new	new	20
Outcome	Percent offenders not booked in jail while being housed	new	new	new	95%

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$365,000	\$0
Total GF/non-GF	\$0	\$0	\$365,000	\$0
Program Total:	\$0		\$365	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

General Fund

# Significant Program Changes

Last Year this program was:



### Program #50050 - Juvenile Services Management

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4/18/2014

**Department:** Community Justice **Program Contact:** Christina McMahan

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Department of Community Justice (DCJ) Juvenile Services Division (JSD) supervises the highest percentage of highrisk youth on probation in the entire state. Juvenile Services Management (JSM) leads, supports and monitors Delinquency Intervention, Probation, Accountability, Community Engagement, Treatment, and Detention services for delinquent youth 12 -18 years of age, and in the case of probation, youth up to the age of 23.

#### **Program Summary**

JSM ensures that JSD protects public safety, provides fair and equitable accountability and delivers cost effective, evidence based services to delinquent youth and their families. JSD is responsible for engaging with the community and collaborating with system partners (e.g., the judiciary, law enforcement, etc) to enhance the coordination and effectiveness of the overall juvenile system. Programs are designed to reduce recidivism as well as the over-representation of youth of color in the juvenile justice system in Multnomah County. Specific oversight responsibilities include:

- 1) PROBATION AND ACCOUNTABILITY SERVICES Coordinates and monitors units devoted to probation supervision, sanctioning, connection to resources, and accountability, including Community Service and Project Payback, a juvenile restitution program, and the Community Monitoring programs.
- 2) CUSTODY SERVICES Responsible for the operations and security of a regional juvenile detention facility. This facility operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including Measure 11 youth), or those serving a sanction.
- 3) PRE-ADJUDICATION, TREATMENT AND COMMUNITY INTERFACE SERVICES Oversees intake/assessment, prevention/intervention, and adjudication. Provides community-based mental health and alcohol and drug services for delinquent youth (including assessments, case planning, care coordination, and individual/family therapy), as well as a residential program. Interfaces with youth-serving community resources and agencies to improve access and integration.
- 4) DETENTION ALTERNATIVES INITIATIVE PROGRAMMING Holds youth accountable and protects public safety through shelter care use, residential placement options, and other detention alternative intervention outlets.
- 5) FAMILY COURT SERVICES Provides mediation, a supervised parenting time program, parent education and child custody evaluations, as well as support to the court in dependency matters and system initiatives.

In addition, JSM manages a position that serves as a liaison to the family court judiciary for community-based programs and agencies, coordinates the efforts of the model court program, advocates and implements best practices, staffs judicial meetings, and partners with the Chief Family Law Judge as a point of contact for foster care and juvenile justice reform.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of youth in county not referred to DCJ on delinquency matters	97.5%	97%	97%	97%		
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	76%	70%	72%	75%		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,237,399	\$128,744	\$1,205,165	\$160,779
Contractual Services	\$182,845	\$0	\$182,288	\$0
Materials & Supplies	\$138,208	\$18,812	\$127,670	\$18,690
Internal Services	\$60,602	\$7,495	\$60,093	\$17,947
Total GF/non-GF	\$1,619,054	\$155,051	\$1,575,216	\$197,416
Program Total:	\$1,774,105		\$1,77	2,632
Program FTE	9.48	1.02	9.29	1.21

Program Revenues				
Indirect for Dept. Admin	\$4,308	\$0	\$13,747	\$0
Other / Miscellaneous	\$4,744	\$155,051	\$4,187	\$197,416
Total Revenue	\$9,052	\$155,051	\$17,934	\$197,416

## **Explanation of Revenues**

County General Fund plus Juvenile Informal Restitution \$4,187 which is deposited into the general fund. Revenue is collected from the youth and passed-through to the victim for restitution. Budget based on 3 year average; Annie E. Casey Foundation \$197,417. Amount includes annual grant award of \$150,000 plus projected unspent balance that can be carried forward.

## Significant Program Changes

Last Year this program was: 50012 Juvenile Services Management



## Program #50051 - Juvenile Services Support

4/18/2014

**Department:** Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Juvenile Support Services supports Juvenile Services Division's (JSD) Administration, Pre-adjudication, Probation, and Assessment & Treatment for Youth and Families units (ATYF). Support Services staff members perform the following functions: a) maintain accurate records internally and in various statewide data systems; b) provide information and referrals to the public and community partners; c) provide administrative and clerical support to division personnel; d) coordinate payroll, property management and purchasing; and e) provide reception coverage.

### **Program Summary**

Support Services provides office support to Pre-adjudication, Probation and ATYF. Within Support Services, the Child Abuse Unit provides service of summons and petitions according to statutory criteria. Essential functions include: specialized entry and records maintenance in the statewide Juvenile Justice Information System (JJIS), Law Enforcement Data System (LEDS). Support services enters warrants into LEDS; provides law enforcement with field access to juvenile Electronic Probation Records (EPR); maintains juvenile sex offender registration information; performs records checks; processes subpoenas; archiving requests; expunction of juvenile records that meet statutory criteria; Title IV-E claiming, and support related to victim fines and restitution tracking. Support Services also maintains all closed juvenile files; provides public assistance with general inquires; mail distribution; and processes documents, and forms for JSD, and the District Attorney's Office, Department of Human Services and the judiciary per inter-agency agreements.

The Child Abuse Unit partners with Judiciary, the District Attorney's Office, the Department of Human Services and other agencies to ensure legal compliance regarding service of legal documents affecting the outcome of dependency cases and termination of parental rights cases. They provide precise records which are vital to the outcome of individual cases.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of referrals received & processed annually	4421	4200	3500	3500		
Outcome	Number of court orders and dispositions processed	1645	1550	1500	1500		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$902,071	\$0	\$1,334,168	\$0
Contractual Services	\$12,400	\$0	\$11,511	\$0
Materials & Supplies	\$93,780	\$0	\$105,811	\$0
Internal Services	\$1,024,631	\$0	\$1,053,326	\$0
Total GF/non-GF	\$2,032,882	\$0	\$2,504,816	\$0
Program Total:	\$2,032,882		\$2,50	4,816
Program FTE	11.00	0.00	16.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

County General Fund

## **Significant Program Changes**

Last Year this program was: 50013 Juvenile Services Support

This program offer reflects an increase of 5.00 FTE Office Assistant Sr that transferred from other DCJ programs during FY 2014 as part of the reorganization to support staff in the Juvenile Services Division.



#### Program #50052 - Family Court Services

4/18/2014

**Department:** Community Justice **Program Contact**: Janice Garceau

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Backfill State/Federal/Grant

## **Executive Summary**

Exposure to parental conflict and the potential loss of a parent through divorce and separation places children at risk for delinquency, teen pregnancy and poor school performance, all of which can lead to a cycle of dysfunction and offending behavior. Family Court Services (FCS) helps keep children safe, parents healthy, families stable and promotes public safety through services to approximately 1,300 at risk families as they go through separation and divorce.

#### **Program Summary**

The Parent Education Program (under FCS) provides divorce and parenting information to over 2,500 Multnomah County parents experiencing the major life transition of separation or divorce. Through parent education, mediation, evaluation, information and referral services, FCS stabilizes families involved with the Family Court and plays a critical role in preventing family dysfunction and juvenile delinquency.

FCS provides child custody mediation to over 1,300 cases a year and conducts approximately 40 child custody evaluations annually to assist families experiencing high levels of conflict. Reducing parental conflict during separation decreases risks for delinquency and teen pregnancy, decreases subsequent litigation and increases children's meaningful contact with both parents (Wallerstein 1998; Emery 2001; Sarkadi et al. 2008).

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent of clients satisfied with parent education classes	88%	90%	90%	90%			
Outcome	Percent of custody/parenting time evaluations resulting in settlement	80%	80%	80%	80%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$38,190	\$846,638	\$112,101	\$798,693
Contractual Services	\$0	\$51,699	\$0	\$49,437
Materials & Supplies	\$0	\$34,415	\$0	\$30,462
Internal Services	\$0	\$171,161	\$0	\$156,836
Total GF/non-GF	\$38,190	\$1,103,913	\$112,101	\$1,035,428
Program Total:	\$1,142,103		\$1,14	7,529
Program FTE	0.24	8.31	0.70	7.89

Program Revenues				
Indirect for Dept. Admin	\$91,345	\$0	\$77,392	\$0
Fees, Permits & Charges	\$0	\$959,906	\$0	\$959,900
Intergovernmental	\$0	\$65,143	\$0	\$75,528
Beginning Working Capital	\$0	\$78,864	\$0	\$0
Total Revenue	\$91,345	\$1,103,913	\$77,392	\$1,035,428

### **Explanation of Revenues**

County General Fund plus \$754,900 in state funding appropriation for conciliation and mediation services, Conciliation Fees \$85,000 (\$10 fee), Evaluation Fees \$10,000 (\$1,200 fee, 70% of clients qualify for a waiver), Parent Education Fees \$110,000 (\$55 or \$70 fee). Fees are collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. Fee revenue is based on history of collections; OR Dept of Justice Grant \$75,528. Grant ends 9/30/15.

#### **Significant Program Changes**

Last Year this program was: 50014 Family Court Services

This program offer reflects a net increase of 0.04 FTE. In FY 2015 a Office Assistant 2 is decreased by 0.20 FTE, and Gffice Assistant Sr is increased by 0.20 FTE, and a 0.04 FTE Manager 2 is transferred from another DCJ program offer (refer # 50053-15).

This program offer reflects a reduction of \$78k in state funding for mediation services due to the ending of the availability of beginning working capital anticipated to be fully spent in FY2014.

\$78,000 loss of state funding backfilled with \$73,213 from the General Fund



### Program #50053 - Family Court Services - Supervised Parenting Time

4/18/2014

**Department:** Community Justice **Program Contact:** Janice Garceau

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Family Court Services' Safety First Program helps keep victims of domestic violence and their children safe by providing supervised parenting time and safe exchange services to families impacted by domestic violence. The Safety First Supervised Parenting Time and Safe Exchange Program serves approximately 75 families per year. The Office of Violence against Women (OVW) provides funds to support direct supervision and staff training.

## **Program Summary**

FCS Safety First Program provides supervised visitation and safe exchange services to at least 75 families a year in the tricounty area. Safety First provides a safe place for victims of domestic violence to accommodate children's visits with an offending parent when such has been ordered. The Safe Havens Program accepts community and court referrals and provides free and/or low cost monitored parenting time and safe exchanges for children and families experiencing domestic violence.

Research identifies the period in which a victim leaves a violent relationship as the highest risk period for increased violence or homicide. Research shows that witnessing domestic violence contributes to children demonstrating depression, aggression, anxiety, and school problems. Older child witnesses are more apt to tolerate violence and be involved in violent relationships. In addition, child abuse and domestic violence co-occur at an overall rate of at least 40%, making children in these families doubly at risk. (Bancroft, 2002; Campbell, 2004; National Survey Summary on Children's Exposure to Violence 2010)

The presence of a safe visitation and exchange program in the tri-county area is a critical component of the continuum of services in place in the community to protect victims of domestic violence and interrupt the cycle of children's exposure to violence.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of families served annually	52	100	75	75			
	Number of security incidents during supervised parenting time or exchange	6	4	5	5			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$89,276	\$130,117	\$111,041	\$151,778
Contractual Services	\$5,700	\$43,000	\$33,530	\$25,681
Materials & Supplies	\$260	\$4,064	\$3,515	\$11,800
Internal Services	\$6,542	\$20,198	\$6,696	\$20,118
Total GF/non-GF	\$101,778	\$197,379	\$154,782	\$209,377
Program Total:	\$299,157		\$364	,159
Program FTE	1.00	1.28	1.22	1.09

Program Revenues				
Indirect for Dept. Admin	\$16,371	\$0	\$15,691	\$0
Intergovernmental	\$0	\$197,379	\$15,000	\$209,377
Total Revenue	\$16,371	\$197,379	\$30,691	\$209,377

### **Explanation of Revenues**

County General Fund plus US DOJ OVW Supervised Parenting Grant \$209,337. Grant ends 9/30/2014, but anticipating grant will be renewed for another 2 years. \$15,000 Clackamas County Contribution for security and transportation - based on agreement with grant renewal submittal. Funds will be depositing into the General Fund.

## Significant Program Changes

Last Year this program was: 50015 Family Court Services - Supervised Parenting

This program offer reflects a net increase of 0.03 FTE. In FY 2015 a Program Aide is increased by 0.07 FTE and a 0.04 FTE Manager 2 is transferred to another DCJ program offer (refer # 50052-15).



#### Program #50054A - Juvenile Detention Services - 64 Beds

4/18/2014

**Department:** Community Justice **Program Contact:** Craig Bachman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Juvenile Detention protects the community by holding youth in custody when it has been determined that they are a serious risk to public safety and/or are high risk to not appear for court. In FY 2013, over 1,300 youth were brought to Juvenile Detention for intake screening. This offer funds 48 of the 64 beds required to meet the County's daily detention needs and also provides a 16-bed unit (funded by Morrison Child and Family Services) for youth under the jurisdiction of the Division of Unaccompanied Minor Children Services, Office of Refugee Resettlement (ORR).

### **Program Summary**

The Juvenile Detention facility has a capacity of 191 beds. Of the 64 beds required to meet the County's daily detention needs, 30 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 34 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 34 beds, a unit of 16 beds must be kept available for female clients.

Funding for the County's 48 beds allows for Intake and Admissions services and housing arrangements for youth who are awaiting a trial, who are parole violators, who have serious probation violations, or who are out-of-state holds awaiting to be returned to their jurisdiction.

The ability to safely detain delinquent youth is mandated by Oregon law and is essential to community protection. Decisions to hold youth are based on the results of a validated detention screening system. This system has saved Multnomah County millions of dollars by safely diverting lower risk youth into less costly community placement alternatives. The ability to house tri-county youth in one facility maximizes the use of space and provides the flexibility needed to structure units according to age and gender.

The additional 16 bed unit is tied to a grant Morrison Child and Family Services received to provide secure shelter for youth under supervision of the Office of Refugee Resettlement. The majority of these youth are from Mexico and Latin American countries and without parents or guardians in the United States. This is a revenue agreement in which DCJ serves as a subcontractor of Morrison.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily population	50	53	48	50		
Outcome	Use of isolation and room confinement per 100 person days of detention	1.0	1.0	1.0	1.0		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$6,028,071	\$605,913	\$6,127,673	\$642,894
Contractual Services	\$10,682	\$448	\$11,508	\$452
Materials & Supplies	\$258,118	\$248,436	\$269,059	\$300,693
Internal Services	\$817,027	\$96,422	\$848,419	\$132,690
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$7,124,898	\$951,219	\$7,267,659	\$1,076,729
Program Total:	\$8,076,117		\$8,34	4,388
Program FTE	57.00	5.50	59.00	5.50

Program Revenues				
Indirect for Dept. Admin	\$78,152	\$0	\$80,084	\$0
Intergovernmental	\$2,793,678	\$166,000	\$3,061,058	\$172,000
Other / Miscellaneous	\$187,300	\$500	\$215,000	\$500
Service Charges	\$153,609	\$784,719	\$153,609	\$904,229
Total Revenue	\$3,212,739	\$951,219	\$3,509,751	\$1,076,729

#### **Explanation of Revenues**

County General Fund offset by Cafeteria/Catering Sales to the public \$215,000. FY 2015 amount based on FY 2013 actual adjusted for increasing trend; Detention sub-lease to Washington County \$153,609. Annual amount per current lease agreement thru 2016; Detention Bed IGA with Clackamas County 14+ beds and Washington County 16+ beds plus \$9,000 in transportation fees for a total of \$3,163,256 less \$102,198 allocated to Corrections Health. All deposited into the general fund; Funding from USDA ODE school lunch program for youth in Juvenile detention \$164,000. Anticipating meal count at same level as FY 2013 using FY 2014 rates; USDA ODE Food commodities for youth in Juvenile detention \$8,000, based on the amounts received in the three prior fiscal years; Detention pay phone revenue \$500. DCJ receives 10% commission on pay phone usage. Budgeted at same level as FY 2014; Contract with Morrison Child & Family Service to provide a 16-Bed secure custody unit for placement of youth referred by the Division of Unaccompanied Children's Services (DUCS), Office of Refugee Resettlement (ORR) \$904,229.

### **Significant Program Changes**

Last Year this program was: 50016A Juvenile Detention Services - 64 Beds

This program offer reflects an increase of 2.00 FTE Juvenile Custody Services Specialist in FY 2015 and \$210k in increased funding from Washington County for additional beds and transportation services.



#### Program #50054B - Juvenile Detention Services - 16 Beds

4/18/2014

Department:Community JusticeProgram Contact:Craig BachmanProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Juvenile Detention protects the community by holding youth in custody when they have been determined to be a serious risk to public safety and/or are high risk to not appear for court. This offer funds 16 of the 64 beds required to meet the County's daily detention needs.

### **Program Summary**

Of the 64 beds required to meet the County's daily detention needs, 30 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 34 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. Of those 34 beds, a unit of 16 beds must be kept available for female clients.

Funding for this offer's 16 beds allows for Intake and Admissions services and housing arrangements for youth who are awaiting a trial, who are parole violators, who have serious probation violations, or who are out-of-state holds awaiting to be returned to their jurisdiction.

In FY 2013 over 1,300 youth were brought to Juvenile Detention for intake screening. The ability to safely detain delinquent youth is mandated by Oregon law and is essential to community protection. Decisions to hold youth are based on the results of a validated detention screening system developed over the past 15 years. This system has saved Multnomah County millions of dollars by safely diverting lower risk youth into less costly community placement alternatives. The ability to house tri-county youth in one facility maximizes the use of space and provides the flexibility needed to structure units according to age and gender.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily population	14	17	9	10		
Outcome	Use of isolation and room confinement per 100 person days of detention	1.0	1.0	1.0	1.0		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$654,426	\$0	\$642,201	\$0
Contractual Services	\$500	\$0	\$0	\$0
Materials & Supplies	\$61,664	\$0	\$64,723	\$0
Total GF/non-GF	\$716,590	\$0	\$706,924	\$0
Program Total:	\$716,590		\$706	5,924
Program FTE	6.00	0.00	6.00	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

# **Explanation of Revenues**

County General Fund

## **Significant Program Changes**

Last Year this program was: 50016B Juvenile Detention Services - 16 Beds



### **Program #50055 - Community Monitoring Program**

4/18/2014

**Department:** Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

One of the key components for supervision of pre-adjudicated, at risk youth is to allow for qualified youth to remain at home or in community placements while awaiting court processing. The Community Monitoring Program (CMP) provides supervision and support while reserving the use of costly detention bed spaces for higher risk youth. The research published by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) shows that detaining low risk offending youth makes it more likely they will re-offend after they return to the community.

### **Program Summary**

This program serves as an immediate sanction for youth who have gone to court and need additional support to assure compliance with probation. This program serves approximately 250 youth annually. CMP is comprised of four levels of supervision. All youth start out being placed on the highest level and are reduced in their level of supervision based on their performance.

While on CMP, each youth must make several daily phone calls to the CMP office for required check-ins. CMP staff conduct face to face visits at home, school and place of employment (referred to as field visits) to assure program compliance and that conditions of release are being followed. Field visits are random and are conducted 7 days a week, 365 days a year. Each youth is reviewed weekly by the team to measure client compliance. The goal of the program is for each youth to comply with the court ordered release conditions and successfully complete the program.

Multnomah County Juvenile Services Division (JSD) is a national model site for Juvenile Detention Alternatives Initiative (JDAI). JDAI's success is dependent on having detention alternative programs which use the least restrictive means for youth who are involved in the court process. Without a range of alternatives to detention, Multnomah County JSD would detain nearly 250 additional youth per year.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth served annually	218	230	210	250			
Outcome	Percent of youth who attend their court appearance	94%	95%	95%	95%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$301,823	\$292,346	\$294,823	\$309,796
Internal Services	\$14,225	\$33,327	\$0	\$32,931
Total GF/non-GF	\$316,048	\$325,673	\$294,823	\$342,727
Program Total:	\$641,721		\$637	7,550
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$27,013	\$0	\$25,682	\$0	
Intergovernmental	\$0	\$325,673	\$0	\$342,727	
Total Revenue	\$27,013	\$325,673	\$25,682	\$342,727	

### **Explanation of Revenues**

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$302,935. This is the budgeted amount for the second half of the FY13-15 biennium. Title IV-E reimbursement funds, \$39,792 based on FY 2015 projection of allowable activity.

### Significant Program Changes

Last Year this program was: 50017 Juvenile Community Detention/Electronic Moni



### Program #50056 - Juvenile Shelter & Residential Placements

4/18/2014

Department: Community Justice Program Contact: Christina McMahan

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Juvenile detention alternatives in the form of short-term shelter and residential placements protect the public by safely supervising identified high risk youth in the community. Many of these youth are Latino and African American juvenile offenders. By placing these youth in culturally appropriate placements (short-term shelter care or treatment foster care), the disproportionate confinement of minority youth drops significantly. Juvenile shelter and residential placements additionally save the County significant funding each year while preserving public safety.

#### **Program Summary**

Oregon Revised Statute (ORS) 419C.145 defines the circumstances under which a juvenile offender may be placed in custody. A youth having committed a felony crime, accumulated a history of warrants for failure to appear in court, engaged in probation or conditions of release violations, or participated in certain person to person misdemeanors, is eligible for custody. Further stipulated in this statute are mandates that allow these youth to be released to a parent, shelter or other responsible party as long as their release does not endanger the welfare of the community or the youth. In FY 2013, shelter and residential placements served 123 high risk youth 12-18 years old. While in care, these youth attend school, participate in treatment and work with an assigned juvenile probation officer.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth served	123	125	125	125			
Outcome	Percent of youth who do not leave the shelter during their stay	77%	75%	75%	80%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$107,707	\$515,317	\$84,215	\$546,262
Internal Services	\$0	\$58,746	\$0	\$58,068
Total GF/non-GF	\$107,707	\$574,063	\$84,215	\$604,330
Program Total:	\$681,770		\$688	3,545
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$47,615	\$0	\$45,285	\$0
Intergovernmental	\$0	\$574,063	\$0	\$604,330
Total Revenue	\$47,615	\$574,063	\$45,285	\$604,330

### **Explanation of Revenues**

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$538,009. This is the budgeted amount for the second half of the FY13-15 biennium. Title IV-E reimbursement funds, \$66,321 based on FY 2015 projection of allowable activity.

### Significant Program Changes

Last Year this program was: 50018 Juvenile Shelter & Residential Placements



### Program #50057 - Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

4/18/2014

**Department:** Community Justice **Program Contact:** Deena Corso

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Intake, Assessment, Intervention and Adjudication (IAIA) carries an average daily caseload of 180 children (under 12) and youth (12-18). Youth who are at imminent risk of becoming chronic juvenile offenders are identified; supervision and services are provided to 300 juvenile offenders annually.

### **Program Summary**

IAIA conducts daily intakes, responds to victim and public inquiries, and administers delinquency risk assessments. IAIA reviews law enforcement reports and facilitates documentation and communication with the District Attorney's Office for charging decisions, provides valuable information and referral services to the public, and facilitates victim services as mandated by Oregon Victims' Rights Law. The District Attorney's Office relies on IAIA to review police reports of divertible misdemeanor and felony cases. Judges rely heavily on IAIA to provide critical information and technical support for daily court docketing and proceedings.

IAIA staff monitor the daily court docket, assist the Juvenile Court with deliquency matters, set court proceedings in motion, and collaborate with Deputy District Attorneys, defense attorneys, State Court Clerk's Office, and Judicial Officers concerning matters of law and court processes including preparation of court reports and recommendations. IAIA staff represent the Juvenile Services Division during these court proceedings.

IAIA administers standardized, comprehensive delinquency risk assessments to identify children and youth who are at the highest risk to reoffend. Children age 13 and under who commit serious acts such as arson and felony assault are assessed and referred to specialized services. Medium risk youth age 12 and older are assessed and held accountable via contracts such as Formal Accountability Agreements (FAA), instead of formal probation. FAA conditions include community service, restitution, and treatment services. IAIA youth who do not comply with agreements or who continue to demonstrate unsafe, illegal behavior can be taken to court and placed on formal probation.

This program offer also provides additional restorative justice principles within school settings. Youth learn how to effectively navigate peer and teacher relationships and resolve conflicts that often lead to suspensions and/or expulsions. These preventative principles contribute to keeping kids engaged in school and away from the slippery slope that leads to the formal justice system.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth diverted from juvenile system	961	1000	850	850			
Outcome	Percent of diverted youth not referred for new criminal referral within 12 months	76%	80%	75%	80%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,315,500	\$159,190	\$1,219,222	\$106,056
Contractual Services	\$116,449	\$0	\$137,179	\$0
Materials & Supplies	\$6,482	\$0	\$7,120	\$0
Internal Services	\$0	\$18,148	\$17,458	\$11,274
Total GF/non-GF	\$1,438,431	\$177,338	\$1,380,979	\$117,330
Program Total:	\$1,615,769		\$1,49	8,309
Program FTE	12.50	1.50	11.00	1.00

Program Revenues				
Indirect for Dept. Admin	\$14,710	\$0	\$8,792	\$0
Intergovernmental	\$0	\$177,338	\$0	\$117,330
Total Revenue	\$14,710	\$177,338	\$8,792	\$117,330

### **Explanation of Revenues**

County General Fund plus Portland Public Schools Grant \$117,330. Agreement ends 6/30/2014. Anticipating renewal for FY 2015 with 50/50 split of personnel costs, plus indirect.

### Significant Program Changes

Last Year this program was: 50019 Juvenile Intake, Assessment, Intervention &

This program offers reflects the decrease of 2.00 FTE Office Assistant Sr that transferred to another DCJ program in FY 2014 as part of the reorganization to support staff in the Juvenile Services Division (refer # 50051-15). This program offer also reflects a decrease in funding from Portland Public Schools of \$60k. This reduction is due to the restoration of the 50/50 cost split of 2.00 FTE from the 75/25 split over the last few years.



### Program #50058 - Juvenile Female Probation Services

4/18/2014

**Department:** Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Juvenile Female Probation Services (JFPS) promotes public safety by annually supervising about 50 high and medium risk female offenders, ages 12 to 18 years old. JFPS improves public safety by using appropriate gender-specific approaches to hold youth accountable for their actions and prevents them from committing new crimes.

### **Program Summary**

JFPS works in partnership with the youth, family and the community in holding youth accountable while also supporting efforts to repair harm to victims. The mission of JFPS is to provide effective gender-specific case management and programming to medium and high risk adjudicated females. This program acknowledges differences between males and females as it relates to learning, socialization, relationship styles and life experiences. This approach incorporates evidence based intervention techniques that are specific to the needs of this population.

Each female's case is directed by a range of comprehensive risk assessments that review drug abuse, violence, trauma, child sexual exploitation and mental health issues. Juvenile Court Counselors (JCC) meet with the youth and their families in the client's home, school, residential placements and other community settings. JCC's employ Functional Family Probation Services (FFPS), an evidence based case management model that has proven results in reducing recidivism among juvenile offenders.

In addition to implementing FFPS, a JCC monitors compliance with court ordered conditions, progress in treatment, victim restoration, a client's living situation and school attendance/employment. If a youth is not in compliance, the JCC holds the youth accountable and imposes sanctions ranging from community service to detention.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth supervised annually	69	50	100	100			
Outcome	Percent of youth who did not penetrate further into the system	100%	85%	95%	95%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$244,665	\$77,340	\$139,261	\$219,634
Contractual Services	\$2,500	\$0	\$2,500	\$5,767
Materials & Supplies	\$3,560	\$0	\$3,690	\$0
Internal Services	\$0	\$7,734	\$0	\$22,757
Total GF/non-GF	\$250,725	\$85,074	\$145,451	\$248,158
Program Total:	\$335	\$335,799		3,609
Program FTE	2.30	0.70	1.33	2.17

Program Revenues					
Indirect for Dept. Admin	\$6,063	\$0	\$17,485	\$0	
Intergovernmental	\$0	\$85,074	\$0	\$248,158	
Total Revenue	\$6,063	\$85,074	\$17,485	\$248,158	

### **Explanation of Revenues**

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP Basic) funds \$209,715. This is the budgeted amount for the second half of the FY13-15 biennium. Funding must be allocated to evidence-based programs. Title IV-E reimbursement funds, \$38,443 based on FY 2015 projection of allowable activity.

### Significant Program Changes

Last Year this program was: 50020 Juvenile Female Probation Services

This program offer reflects an increase of 0.50 FTE Juvenile Counseling Assistant in FY 2015 - primarily funded with additional Title IV-E funds. This program offer includes the addition of \$38k in Title IV-E funding for FY 2015.



### Program #50059 - Juvenile Sex Offender Probation Supervision and Treatment

4/18/2014

**Department:** Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Juvenile Sex Offender Probation Supervision (JSOPS) protects public safety by holding adolescent sex offenders responsible for their actions. JSOPS serves approximately 100 youth, predominantly males 12-18 years of age. They have appeared before a judge or referee and received special court ordered conditions and sanctions pertaining to their sexual offending behavior. The Court orders these youth to be supervised by JSOPS for a duration that often extends into an offender's early 20s.

### **Program Summary**

JSOPS staff supervise adolescent sex offenders with court ordered conditions. Juvenile Court Counselors (JCC) regularly communicate with schools and law enforcement about the status of these offenders. This offer also includes specialized outpatient treatment services for non-court involved children/youth ages 4 – 18 with sexually acting out behaviors.

This program has three primary goals:

- 1) Youth will not commit new sexual offenses or any other crimes;
- 2) Youth will be in school/training and/or be employed; and
- 3) Youth will be actively engaged in appropriate sex offender treatment.

JCCs employ Functional Family Probation Services (FFPS), an evidence-based case management model that has proven results in reducing recidivism among juvenile offenders. JCCs monitor youth at home, in school, in treatment, and in the community. They collect DNA samples and ensure that youth are photographed and fingerprinted for the Oregon State Police Sex Offender Registry. JCCs meet frequently with assigned youth and use polygraph exams to monitor compliance with court orders, safety plans, probation case plans and sex offender treatment. Services are adjusted and sanctions swiftly imposed when a youth fails to follow conditions of supervision. Evidence-based practices show that juvenile sexual offending is most effectively addressed through supervision, treatment and accountability (Association for the Treatment of Sex Abusers, 2002).

Treatment helps clients learn new skills to prevent sexual acting out, addresses existing trauma issues, assists with developing appropriate social skills, and promotes healthy parenting skills. Interrupting sexual offending behaviors through these services prevents the accumulation of more victims and prevents young people from a life-long entanglement in criminal justice systems. Without access to this type of specific programming, many children/youth will not receive the appropriate treatment they need and would therefore, likely enter more restrictive and more expensive treatment settings within secure facilities.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth supervised annually	108	90	90	90			
Outcome	Percent of youth who did not penetrate further into the system	92%	95%	90%	90%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$651,933	\$0	\$366,331	\$141,232
Contractual Services	\$334,313	\$0	\$277,400	\$28,100
Materials & Supplies	\$2,283	\$0	\$1,893	\$0
Internal Services	\$90	\$0	\$24,520	\$18,000
Total GF/non-GF	\$988,619	\$0	\$670,144	\$187,332
Program Total:	\$988,619		\$857	,476
Program FTE	6.00	0.00	3.10	1.40

Program Revenues					
Indirect for Dept. Admin	\$0	\$0	\$14,038	\$0	
Intergovernmental	\$0	\$0	\$0	\$187,332	
Total Revenue	\$0	\$0	\$14,038	\$187,332	

### **Explanation of Revenues**

Title IV-E reimbursement funds, \$187,332 based on FY 2015 projection of allowable activity.

### Significant Program Changes

Last Year this program was: 50021 Juvenile Sex Offender Probation Supervision

This program offer reflects a net decrease of 1.50 FTE; 2.00 FTE are due to transfers to other DCJ programs in FY 2014, 0.50 FTE Juvenile Counseling Assistant is added in FY 2015 primarily funded with Title IV-E funds. This program offer includes the addition of \$187k in Title IV-E funding for FY 2015.



### Program #50060 - Juvenile East Multnomah Gang Enforcement Team (EMGET)

4/18/2014

**Department:** Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Gang violence and disproportionate minority contact (DMC) of African American and Latino youth in the justice system are serious issues within Multnomah County. In 2005, the Oregon Legislature established a funding stream to enhance important law enforcement activities in the eastern part of Multnomah County via the East Metro Gang Enforcement Team (EMGET).

### **Program Summary**

In the late 1980s, Multnomah County saw an increase in gang recruitment, drug sales, violence and gang activity. Today, gang activity is not only increasing in Multnomah County, it is spreading. Latino gangs have established themselves east of 122nd street and their high risk activities have increased in recent years.

EMGET includes a partnership between the Gresham Police Department, the Multnomah County Sheriff's Office, and other east county law enforcement agencies. In order to reduce the impact of criminal street gangs on citizens, schools, businesses and neighborhoods of Gresham, Fairview, Troutdale, Wood Village and unincorporated areas of east Multnomah County, the EMGET exercises five major strategies: 1) provides a high level of coordinated law enforcement; 2) locates and identifies individuals affiliated with criminal street gangs; 3) gathers and shares intelligence information related to criminal street gang activity; 4) investigates crimes associated with criminal street gangs; and 5) provides an increased level of police presence in known or suspected ceremonial street gang affected areas.

EMGET conducts monthly, multi-agency, coordinated missions and holds quarterly meetings (open to the public) to release the latest numbers/data related to criminal street gang contacts, weapons seized, arrests of gang members and EMGET cases referred for prosecution.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of outreach/contacts with suspected gang members/associates	858	1000	1000	1000			
Outcome	Number of gang-activity related criminal arrests	233	240	230	200			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$544,771	\$0	\$581,170
Internal Services	\$0	\$10,772	\$0	\$13,599
Total GF/non-GF	\$0	\$555,543	\$0	\$594,769
Program Total:	\$555,543		\$594	1,769
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$555,543	\$0	\$594,769
Total Revenue	\$0	\$555,543	\$0	\$594,769

### **Explanation of Revenues**

Oregon Youth Authority Gang Transition Services (GTS) funds \$594,769. This is the budgeted amount for the second half of the FY13-15 biennium.

### **Significant Program Changes**

Last Year this program was: 50022 Juvenile East Multnomah Gang Enforcement Tea



### Program #50061 - Juvenile High Risk Unit - RISE

4/18/2014

**Department:** Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Studies have shown that if young people can successfully leave a gang within a year or two of joining, they are likely to avoid a variety of negative life outcomes, including chronic reoffending (Greene and Pranis 2007). The Resource Intervention Services to Empower Unit (RISE) supervises approximately 300 high risk, gang-involved offenders annually. RISE's work promotes public safety by reducing juvenile crime, preventing disproportionate numbers of minority youth from entering a correctional facility, and assisting high risk youth to change their lives.

### **Program Summary**

The Resource Intervention Services to Empower Unit (RISE) provides probation supervision to high risk, gang-involved offenders using strategies that are tailored to each youth's issues, strengths, needs, culture and environmental influences. Public safety requires diverse community collaboration. RISE is an integral member of the Community Healing Initiative (CHI). CHI uses an inter-disciplinary approach to develop and implement plans for positive youth development, family support and community protection. RISE also partners with Police, Adult Parole/Probation Officers (PPO) and the community to gather intelligence that helps dismantle gang activity.

In partnership with the CHI interdisciplinary team, Juvenile Court Counselors (JCC) develops probation case plans establishing enforceable expectations and address victim restitution. Along with holding gang youth accountable through specialized supervision and sanctions, JCC's coordinate treatment (e.g. mental health and drug abuse) and interventions designed to address anti-social behavior. Skill building, mentoring, educational advocacy and the incorporation of positive age appropriate activities are all used to counter gang involvement.

Gang activity continues to be a major concern in Multnomah County. RISE focuses on the highest risk offenders by utilizing Functional Family Probation Services (FFPS), an evidence-based case management model that has proven results in reducing recidivism and promoting accountability among juvenile offenders. Youth have increased success on supervision when family members are actively participating. RISE's use of FFPS increases parent participation in the youth's supervision and participation in treatment. Interventions that take place in this program include: intensive family-based counseling, specialized youth treatment, culturally appropriate services, employment training opportunities, positive peer influences, and community support systems.

This program offer also provides for contracted Intercept Program services, a comprehensive, holistic and intensive array of services provided to the families and medium-to-high risk youth involved in the juvenile justice system as an alternative to or a diversion from out-of-home placement such as foster care, residential treatment centers, or detention.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth supervised annually	317	240	300	300			
Outcome	Percent of youth who did not penetrate further into the system	92%	93%	90%	90%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$157,066	\$696,127	\$286,573	\$874,684
Contractual Services	\$79,620	\$0	\$79,620	\$36,929
Materials & Supplies	\$9,201	\$1,560	\$9,733	\$1,300
Internal Services	\$37,947	\$76,158	\$19,282	\$95,274
Total GF/non-GF	\$283,834	\$773,845	\$395,208	\$1,008,187
Program Total:	\$1,057,679		\$1,40	3,395
Program FTE	1.46	6.54	2.80	8.20

Program Revenues				
Indirect for Dept. Admin	\$61,463	\$0	\$74,302	\$0
Intergovernmental	\$0	\$773,845	\$0	\$1,008,187
Total Revenue	\$61,463	\$773,845	\$74,302	\$1,008,187

### **Explanation of Revenues**

County General Fund plus Federal Juvenile Accountability Block Grant \$32,977. The grant funds \$65,954, of which 50% goes to the DA. DCJ meets the required 10% CGF match with personnel costs; Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$729,019. This is the budgeted amount for the second half of the FY13-15 biennium. Title IV-E reimbursement funds, \$246,191 based on FY 2015 projection of allowable activity.

### Significant Program Changes

Last Year this program was: 50023 Juvenile High Risk Unit - RISE

This program offer reflects a net increase of 3.00 FTE; 2.00 FTE are due to transfers to/from other DCJ programs in FY 2014, 1.00 FTE Juvenile Counseling Assistant is added in FY 2015 primarily funded with Title IV-E funds. This program offer includes the addition of \$247k in Title IV-E funding for FY 2015.



### Program #50062 - Juvenile Low Risk Unit

4/18/2014

**Department:** Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The Low Risk Unit promotes public safety and accountability by annually supervising over 100 youth, ages 12-18 years old. By appropriately classifying and supervising youth according to risk, low youth can be held accountable for their actions without penetrating further into the Juvenile Justice System. Best practices stipulate the need for low risk youth services to be separate from high risk youth services. The Low Risk caseload focuses on providing access to services and interventions such as community service and project payback.

### **Program Summary**

The low risk caseload works in partnership with the youth, family, and the community in holding youth accountable, supporting efforts to repair harm, assisting the youth in creating a healthy identity, and reconnecting the youth to the community in ways that reduce recidivism and support the youth's success. The low risk caseload is designed for youth who are placed on formal probation but are assessed as low risk according to the Oregon Juvenile Crime Prevention Risk Assessment Tool (OJCP). The OJCP assessment tool measures a youth's risk to re-offend.

In addition to supervising low risk probation youth within the jurisdiction of Multnomah County, this unit also supervises low risk Interstate Compact and courtesy cases from other jurisdictions.

By having a stand-alone caseload specifically designed for low risk youth offenders, the Department of Community Justice (DCJ) can focus on accountability measures for youth such as paying restitution and completing community service. A low risk juvenile unit allows DCJ to appropriately allocate limited resources while ensuring that all youth placed on formal probation receive supervision.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth supervised annually	107	80	120	120			
Outcome	Percent of youth who did not penetrate further into the system	100%	99%	99%	99%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$106,127	\$0	\$213,398	\$0
Materials & Supplies	\$260	\$0	\$520	\$0
Total GF/non-GF	\$106,387	\$0	\$213,918	\$0
Program Total:	\$106,387		\$213	,918
Program FTE	1.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

County General Fund

### **Significant Program Changes**

Last Year this program was: 50024 Juvenile Low Risk Unit

This program offer reflects the increase of 1.00 FTE Juvenile Counselor that transferred from another DCJ program in FY 2014.



### Program #50063 - Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

4/18/2014

Department: Community Justice Program Contact:

tact: Deena Corso

**Program Offer Type:** 

**Existing Operating Program** 

Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Behavioral Rehabilitation Services (BRS) Assessment and Evaluation (A&E) Program will be a short term residential program designed to provide temporary structure, stabilization and treatment readiness. The assessment and evaluation program will be able to serve youth who may otherwise be in detention awaiting a community placement. The goal for this program is to provide a safe place where youth can quickly enter and begin receiving services while those working with the youth and family can make longer term plans for the youth.

### **Program Summary**

The BRS A&E program will be a voluntary program for male and female youth, ages 13-17, who require a staff secured, out of home placement for assessment/evaluation, stabilization and transition planning. The average length of stay is estimated to be 45 days, but youth may be enrolled for up to 90 days based on individual needs. Capacity for the program will be 16 youth. This program will be able to serve approximately 80 youth per year. Participants will receive a comprehensive assessment administered by a licensed mental health professional using the evidence-based Global Appraisal of Individual Needs (GAIN) tool, as well as a service plan that will be developed by the Mental Health Consultant, parent (guardian) and the youth.

The service plan will reflect how the program will address the youth's issues, describe anticipated outcomes, and will be reviewed and approved by the youth and the parent/guardian. Additional assessments (alcohol and drug, psychological, psychiatric, psychosexual) may be provided as indicated. The core philosophy of the program is to provide holistic, trauma-informed, client- and family-focused services for young people and their families, engaging youth in an array of services with consideration given to their developmental levels, gender needs, cultural background, community support, parental involvement, and other social support. The program will follow best practices for trauma-informed care and will adopt a model which emphasizes strength-based and cognitive-behavioral interventions. Services will also include individual and group counseling in a culturally responsive environment, skill building, family counseling and parent training.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth served	new	new	16	80			
Outcome	Percent of youth who did not have a subsequent criminal referral after treatment exit	new	new	70%	70%			

#### **Performance Measures Descriptions**

New program effective April 5, 2014.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$181,991	\$773,646	\$359,639	\$1,031,933
Contractual Services	\$344,856	\$568,196	\$165,912	\$112,039
Materials & Supplies	\$13,863	\$2,653	\$5,228	\$12,660
Internal Services	\$134,589	\$144,199	\$136,133	\$118,833
Total GF/non-GF	\$675,299	\$1,488,694	\$666,912	\$1,275,465
Program Total:	\$2,163,993		\$1,94	2,377
Program FTE	1.02	7.48	3.22	10.28

Program Revenues					
Indirect for Dept. Admin	\$115,051	\$0	\$91,768	\$0	
Intergovernmental	\$0	\$722,048	\$0	\$718,972	
Service Charges	\$0	\$766,646	\$0	\$556,493	
Total Revenue	\$115,051	\$1,488,694	\$91,768	\$1,275,465	

### **Explanation of Revenues**

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP Diversion) funds \$718,972. This is the budgeted amount for the second half of the FY13-15 biennium. Funding must be allocated to evidence-based programs; Behavioral Rehabilitation Services (BRS), a form of Medicaid \$461,637. Estimate based on an anticipated average of 14 beds filled/day @ \$90.34 per bed per day. Department of Human Services funding of \$94,856 based on average of 2 beds filled/day @ \$129.94 per bed per day.

### Significant Program Changes

Last Year this program was: 50026 Juvenile Secure Residential A&D Treatment (R

This program offer reflects an increase of 5.00 FTE; 4.00 FTE were added in FY 2014, 1.00 FTE Mental Health Consultant transfers from another DCJ program (refer # 50064-15) in FY 2015. This program offer also reflects the FY 2014 implementation of the redesign of the Residential Alcohol and Drug program to an Assessment and Evaluation program. This redesign resulted in a reduction of BRS revenue offset by reductions in cost and the addition of State Department of Human Services funding.



### Program #50064 - Juvenile Assessment & Treatment for Youth & Families (ATYF)

4/18/2014

**Department:** Community Justice **Program Contact:** Deena Corso

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Assessment and Treatment for Youth and Families (ATYF) is a unique public safety program serving medium and high risk probation youth with substance abuse, mental health and/or behavioral problems who cannot be effectively treated in community-based programs because of severe delinquency. ATYF provides clinical assessments and outpatient treatment to approximately 130 probationers per year. In conjunction with these services, this program also provides mental health care coordination and intervention to over 300 detained youth each year.

### **Program Summary**

ATYF therapists administer an evidence-based clinical assessment, the Global Appraisal of Individual Needs (GAIN) which provides a comprehensive analysis of the youth's risks and needs, including specialized assessment and screening for youth adjudicated for fire setting charges. The therapists also develop and provide clinical recommendations to help the courts with dispositional planning. This increases the likelihood that youth will receive appropriate treatment without compromising community safety.

ATYF therapists provide outpatient individual and family treatment using an evidence-based model, Multidimensional Family Therapy (MDFT). Services are provided in the youth's home, the clinic office, school and other community settings and focus on changing anti-social behaviors and reducing drug and alcohol use. Additionally, ATYF provides two Mental Health Consultants (MHC) for youth held in detention. Many of the youth served by these MHCs exhibit an array of mental health issues that require specialized care. The two MHCs in detention also assess for levels of intensity for youth at risk of suicide. They are essential qualified mental health professionals required to assess and recommend any reduction in a suicide watch or transfer to a hospital upon release from detention.

Research shows that youth with untreated substance abuse issues are nearly ten times more likely to become chronic reoffenders. Delinquent youth who receive substance abuse treatment have fewer re-arrests, convictions and detention visits (Cuellar, Markowitz and Libby 2004). ATYF keeps at-risk youth from reoffending and penetrating deeper into the justice system by linking them to treatment services that change their delinquent thinking and behaviors. The program also completes assessments for the Juvenile Division's Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation program and provides the critical service of ongoing in-home and in-school treatment for youth unable to be served in the community because of delinquent and runaway behaviors.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth served annually	125	140	130	140			
Outcome	Percent of youth reduced usage or were not using A/D at the end of treatment	new	new	75%	80%			
Outcome	Percent of youth improved problem-solving, self-management, anger management and/or coping skills	new	new	78%	80%			
Outcome	Percent of youth made academic progress and/or improved attendance	new	new	71%	75%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$103,003	\$1,184,175	\$78,755	\$957,910
Contractual Services	\$0	\$70,846	\$0	\$55,010
Materials & Supplies	\$16,377	\$9,648	\$0	\$25,636
Internal Services	\$16,208	\$129,284	\$16,159	\$104,441
Total GF/non-GF	\$135,588	\$1,393,953	\$94,915	\$1,142,997
Program Total:	\$1,529,541		\$1,23	7,912
Program FTE	0.92	11.08	0.61	8.39

Program Revenues					
Indirect for Dept. Admin	\$107,774	\$0	\$85,384	\$0	
Intergovernmental	\$0	\$1,270,421	\$0	\$1,039,997	
Service Charges	\$70,000	\$123,532	\$70,000	\$103,000	
Total Revenue	\$177,774	\$1,393,953	\$155,384	\$1,142,997	

### **Explanation of Revenues**

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP Basic) funds \$637,402. This is the budgeted amount for the second half of the FY13-15 biennium. Funding must be allocated to evidence-based programs; State Youth Development Division funds \$402,595. This assumes the same funding as FY 2014; Medicaid insurance reimbursement for FQHC eligible services from Verity, CareOregon, and DMAP \$103,000. Plus an additional \$70,000 in FQHC wraparound payments that post to the general fund. Revenue based on 3 year average.

### Significant Program Changes

Last Year this program was: 50027 Juvenile Assessment & Treatment for Youth &

This program offers reflects a decrease of 3.00 FTE. In FY 2014 1.00 FTE Office Assistant Sr transferred to another DCJ program as part of the reorganization to support staff in the Juvenile Services Division (refer # 50051-15). In FY 2015 1.00 FTE Mental Health Consultant transfers to another DCJ program (refer # 50063-15) and 1.00 FTE Case Manager 2 (vacant) is cut. This position was funded with Title IV-E revenue. Title IV-E funding of \$100k has been reallocated to another program (refer# 50061-15).



### Program #50065 - Juvenile Culturally Specific Intervention

4/18/2014

**Department:** Community Justice **Program Contact:** Tracey Freeman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Culturally Specific Intervention Services (CSIS) provides culturally specific services to medium and high risk African American and Latino youth and their families through the Community Healing Initiative (CHI). CHI is a family- and community-centered collaboration designed to stop youth and gang violence in Multnomah County by addressing its root causes.

### **Program Summary**

This collaborative paradigm between the County's Department of Community Justice (DCJ), Department of County Human Services (DCHS) and community based providers is a joint system responsibility that entails shared financial resources and investments, shared system outcomes and shared risk. CHI applies supervision/suppression, intervention, and prevention strategies to youth and families who have recent involvement with high risk activities and behaviors relevant to violence/gun violence. This program serves approximately 90 families annually. Within CHI, each family receives a comprehensive assessment and individualized family service plan. Services are tailored to meet a family's individual needs and integrated in a manner that reduces and prevents gang violence.

A network of public safety and social service agencies, and community-based organizations known as The Youth, Family and Community Team build service capacity, promote integrated case management, increase connection to ethnic communities in the metropolitan area, and augment community safety. The Team focuses on sustainability through fostering family and community ownership and empowerment. Team services are evidence-based, culturally specific and family oriented. The family service plans address criminogenic needs that most closely link with recidivism and youth violence.

The goals of CHI are to prevent high risk youth of color from committing new crimes and penetrating further into the justice system. Culturally competent, strength-based programs that are delivered in homes, schools and the community are shown to be most effective with disenfranchised youth. All the work conducted through CHI prevents unnecessary and expensive detainment in correctional facilities.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of African-American and Latino youth served	105	75	100	100			
Outcome	Percent of AA/Latino youth avoided new criminal referrals after entering services	new	new	65%	65%			

#### **Performance Measures Descriptions**

Outcome measure was modified this year so the data for 'Current Year Purchased' is not available.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$306,057	\$128,904	\$304,003	\$137,705
Internal Services	\$0	\$14,695	\$0	\$14,638
Total GF/non-GF	\$306,057	\$143,599	\$304,003	\$152,343
Program Total:	\$449,656		\$456	,346
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$11,911	\$0	\$11,416	\$0
Intergovernmental	\$0	\$143,599	\$0	\$152,343
Total Revenue	\$11,911	\$143,599	\$11,416	\$152,343

### **Explanation of Revenues**

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$152,343. This is the budgeted amount for the second half of the FY13-15 biennium.

### **Significant Program Changes**

Last Year this program was: 50028 Juvenile Culturally Specific Intervention



### Program #50066 - Juvenile Community Interface Services

4/18/2014

**Department:** Community Justice **Program Contact:** Deena Corso

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Department of Community Justice (DCJ) Juvenile Services Division (JSD) Community Interface Services seeks to strengthen and improve our connections with community partners. The goal is to improve services to youths and families, restore victims, and reduce recidivism.

### **Program Summary**

Community Interface Services consists of the following:

EDUCATION AND EMPLOYMENT ACCESS COORDINATOR serves as a liaison between JSD and the education and youth workforce development communities. The purpose of this position is to increase school connectivity for justice-involved youth and to improve access to job readiness and employment opportunities.

RESTORATIVE JUSTICE COORDINATOR identifies and implements strategies for increasing restorative opportunities for youth in the juvenile justice system as well as those in the community who have not yet been referred to the system, and works to increase restorative principles in JSD policies and practices.

TREATMENT EXPEDITER serves as the system navigator and liaison between JSD and the Alcohol & Drug and Mental Health treatment programs in the community. This person seeks to improve outcomes for delinquent youth and their families by effectively collaborating with community partners who provide youth services and implementing strategies for ensuring justice-involved youth have access to treatment.

PORTLAND POLICE BUREAU (PPB) JCC is a member of the PPB Youth Services Division (YSD) and joins a team of School Resource Officers (SRO) in their mission to reduce truancy and increase graduation rates in Portland Public Schools. This position works to intervene prior to formal system involvement, and is expected to reduce rates of Disproportionate Minority Contact (DMC).

WRAPAROUND FACILITATOR CASE MANAGER 2 is part of a team responsible for service coordination planning for clients who have emotional, behavioral or substance abuse related needs. This person facilitates communication between the family, natural supports, community resources, involved providers and agencies to provide a more coordinated response and continuity of care.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth served in restorative justice services program	new	new	62	108			
Outcome	Number of youth and family connections made in the community for diversion from juvenile system	new	new	140	200			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$494,903	\$0	\$538,650	\$0
Contractual Services	\$311,825	\$517,532	\$242,351	\$530,944
Materials & Supplies	\$2,248	\$0	\$3,430	\$0
Internal Services	\$4,851	\$58,999	\$13,832	\$56,439
Total GF/non-GF	\$813,827	\$576,531	\$798,263	\$587,383
Program Total:	\$1,390,358		\$1,38	5,646
Program FTE	4.80	0.00	5.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$47,820	\$0	\$44,015	\$0	
Intergovernmental	\$0	\$576,531	\$0	\$587,383	
Total Revenue	\$47,820	\$576,531	\$44,015	\$587,383	

### **Explanation of Revenues**

Title IV-E reimbursement funds, \$466,764 based on FY 2015 projection of allowable activity. Oregon Youth Authority (OYA) Flex Fund Grant \$120,619. This is the budgeted amount for the second half of the FY13-15 biennium;

### Significant Program Changes

Last Year this program was: 50029 Juvenile Community Interface Services

and Program Offer 50012B Juvenile Intercept Program

This program offer reflects an increase of 0.20 FTE Program Specialist Sr in FY 2015.

### Department Overview

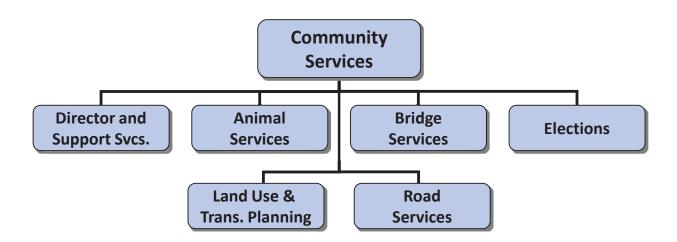
Multnomah County Department of Community Services (DCS) is comprised of a number of unique and essential government services. DCS includes Animal Services; Elections, Land Use and Transportation Planning, Bridge Services, Road Services, Survey Office and Budget and Operations Support.

The common mission of these diverse lines of business is articulated in this very simple Statement of Purpose: "Our mission is making Multnomah County a great place to live and work" by providing the services identified above.

While the goals and desired outcomes of these programs vary in accordance with their unique missions and legal mandates, the DCS Leadership team has articulated a common set of values which we have applied to what we do and how we do it. It is this common understanding and communication of how we behaviorally apply these values to our day to day work that has contributed to the success within each service delivery area. Those values are:

Accountability, Customer Focus, Diversity and Equity, Excellence, Integrity, Respect and Appreciation, Safety, Sustainability and Teamwork. It is the common vision we share in the Department, "DCS: Ahead of the curve...for the services you rely on", that has been the foundation of how we serve the community.

The 200 employees of DCS know public service requires us to stay in tune and abreast of the varied industry and technology best practices and policy changes to which we must adapt. We seize opportunities to implement continued process improvements and innovation and we strive to demonstrate our commitment to provide our residents, partners and stakeholders the very best value for their tax dollars.



### Budget Overview

The budget for the Department of Community Services is approximately \$194.6 million. When compared with the FY 2014 adopted budget, General Fund support increases by about \$900,000 to \$13.2 million. Other funds decrease by \$28.7 million to \$181.4 million. The overall budget decreases by \$27.8 million (12.5%). The number of staffing FTE decreases by 7.80. This FTE change is mainly due to the transfer of staff and maintenance responsibilities for arterial roads within the City of Gresham to Gresham.

Contractual Services and Capital Outlay have decreased by \$27.7 million. These expenditure categories have decreased by \$5.4 million in the Willamette Bridge Fund and by \$25.1 million in the Sellwood Bridge Fund. The Road Fund has increased by \$2.2 million. These changes are due to the type and stage of projects that are planned for FY 2015. Capital Outlay in the General Fund increases by \$500,000 to upgrade the ballot tally system in the Elections Division.

The following programs are innovative/new and are also partially or entirely funded on a one-time-only basis:

- 91026 Upgraded Ballot Tally System \$500,000.
- 91027 Land Use Comprehensive Plan Update \$586,000. FY 2015 is the first year of a two year process.
- 91028 Upgrade Street Lights on Two Bridges to LED \$174,521.
- 91030 Veterinary Services \$196,162.
- 91031 Pedestrian Crossing \$40,000.

<b>Budget Trends</b>		FY 2014	FY 2014	FY 2015	
	FY 2013	Current	Adopted	Proposed	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	204.25	205.10	205.10	197.30	(7.80)
Personnel Services	\$19,734,967	\$21,463,935	\$21,689,269	\$21,784,079	\$94,810
Contractual Services	86,768,031	34,919,264	43,928,287	36,712,024	(7,216,263)
Materials & Supplies	11,450,236	24,590,031	24,724,941	24,531,730	(193,211)
Debt Service	42,683,149	0	0	0	0
Capital Outlay	<u>4,547,787</u>	80,395,694	132,113,749	111,595,440	(20,518,309)
Total Costs	\$165,184,170	\$161,368,924	\$222,456,246	\$194,623,273	(\$27,832,973)

<sup>\*</sup>Does <u>not</u> include cash transfers, contingencies or unappropriated balances.

# Successes and Challenges

The Divisions of DCS have successfully met several significant milestones during FY 2014:

The Sellwood Bridge Replacement Project – construction of the bridge continues on schedule and on budget. The work accomplished this year sets the stage for more visible work leading to the completion of the bridge in two years. Completed tasks include; Drilled shaft foundations for the main river spans, foundations and columns of the new east approach, the west side slope stabilization and Stevens Creek habitat and culvert restoration. In FY 2015 the steel arches for the main river spans will be installed.

Animal Services - Received recognition as third in the nation for its live release rate, the primary mission of Animal Services. The live release rate for dogs is 93% and for cats it is 83%, respectively 3% and 12% increases from last year.

Elections - Special printers will print replacement ballots for voters "on demand". This will eliminate the need to carry a large inventory of blank ballots and will result in an annual savings in ballot printing.

Land Use and Transportation Planning – Implemented a new land use permitting fee structure resulting in higher cost recovery; secured \$7.5M for County transportation projects and additional \$15.2M for other transportation projects through agency partnerships; and implementation of a Solid Waste and Recycling Management program for unincorporated county.

Road Services – Completion of grant funded 238th Dr. hazard elimination project; road design engineering underway for Cornelius Pass Rd., NE Sandy Blvd., NE Arata Rd., NE Wood Village Blvd. Extension; established Fish Barrier Culvert replacement prioritization list.

Bridge Services – established a projects module within Bridge Maintenance section for training for new repair technologies; Bridge Engineering underway for Broadway Painting project, Broadway Rall Wheel replacement and Burnside Repairs.

Ombudsman - implemented new program to investigate citizen complaints of discriminatory, unfair or arbitrary administrative acts and provide policy or procedural recommendations to address the basis of the complaint. The Ombudsman also serves as an Equity Lens facilitator to the Department and also assists in Equity Lens facilitation to other departments.

The most significant challenges faced by DCS continue to be related to infrastructure. Animal Services is in need of a more centrally located adoption facility as well as improvements to the existing facility. Transportation continues to look for ways to fund much needed improvements to the County's system of roads and bridges.

## Diversity and Equity

DCS leadership continues efforts to diversify its workforce and institutionalize equity in the delivery and access to its services. Efforts to improve recruitment and selection to maintain a diverse workforce includes targeted recruitment of women and people of color for vacancies which have been historically the most likely to be homogeneous in gender and race. These efforts have resulted in the successful employment of both men and women in non-traditional classifications, i. e., more men in office support and customer service positions and females in engineer and mechanic positions.

The DCS Leadership team continues its strong commitment to the participation and encouragement of DCS staff to engage in the varied county affinity network groups. To promote and support the Dignity and Respect campaign, we created an Equity Summit of employees who are Change Agents for DCS. These Change Agents develop strategies for increasing staff awareness of diversity issues such as establishing a quarterly series of diversity brown bag presentations for DCS staff. To institutionalize equity assessments into program development and delivery, we incorporated Equity and Empowerment Lens principles into assessments of our new Ombudsman and Solid Waste Licensing programs, and applied the equity principles in establishing community advisory groups for Animal Services and Land Use and Transportation Planning initiatives.

The Sellwood Bridge Replacement project continues with significant opportunities to support minority and women owned businesses as well as emerging small businesses. Programs in place for this large project include mentoring, apprenticeship, and divisions of work packages to give these businesses the opportunity to bid successfully on the project.

## Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
DCS Director and Support Services	\$1,390,821	\$1,733,721	\$3,124,542	23.00
Animal Services	6,316,813	2,435,310	8,752,123	53.50
Elections	4,181,304	0	4,181,304	10.00
Land Use and Transportation Planning	1,294,532	13,194,741	14,489,273	11.60
Road Services	40,000	42,942,072	42,982,072	57.80
Bridge Services	<u>0</u>	125,501,220	125,501,220	<u>41.40</u>
Total Community Services	\$13,223,470	\$185,807,063	\$199,030,534	197.30

<sup>\*</sup>Does include cash transfers, contingencies or unappropriated balances.

### Director and Support Services

This Division is comprised of three groups; the Director's Office, Human Resources and Business Services.

The Director's Office leads, manages and oversees both the mandated and non-mandated services of the Department. It represents the Chair and the Board in the administration of the Department of Community Services. It provides leadership, management and executive direction to the programs and services within the Department. It is responsible for leading the department in providing cost efficient, quality services that offer good value to County residents while providing a safe work environment for staff and the public.

The Human Resources Team provides direct support to Department Managers and to all current and prospective employees including recruitment and selection services, performance management and consultative services regarding a wide range of management and employee/labor relations issues.

Business Services manages the financial and administrative functions of the operating programs within DCS. This unit performs the essential administrative support operations of the various DCS programs while providing common interpretations of county policy and procedure.

### Significant Changes

An Ombudsman position has been eliminated from the FY2015 Director's Office budget. This position was in the FY2014 budget as one-time-only limited duration position to serve in an investigative role for citizen complaints of unfair or arbitrary acts by the Department and if warranted, make procedural or policy recommendations to address the citizen concern. The Ombudsman also supported the Department with Equity Assessments using an Equity Lens for new and existing programs, policies or procedures.

### Animal Services Division

The mission of the Animal Services Division is protecting the health, safety and welfare of pets and people in all of Multnomah County. To accomplish this mission, the Division is organized into three service areas:

- 1. Animal Shelter Operations program provides humane shelter and health care 365 days/year for lost, homeless and stray animals that are injured, sick, abandoned, abused or neglected. The program reunites animals with their owners, adopts animals into new homes and provides veterinary medical hospital services.
- 2. Field Services program provides 24 hour/7 days a week public safety emergency response to animals attacking people and animals; 24 hour emergency animal rescue for injured, sick and abused animals; investigation services for animal bite cases, potentially dangerous dog incidents and animal abuse and neglect; enforces city, county and state laws; and, provides education and assistance in resolving neighborhood animal nuisances.
- 3. Client Services and Community Outreach program provides customer service for shelter visitors, phone customers and e-business transactions; administers the county-wide pet licensing program, supervises the division's volunteer and foster programs, web and social media and the Apartment Cat Team (ACT).

### Significant Changes

The following describes the significant budget changes that impacted the Division. More information can be found in the program offers.

Two limited duration positions were eliminated from program offer 91007. Two new positions were added in program offer 91007. One new limited duration position was added to coordinate animal rescue and fostering program and one new FTE position was added to provide support to the veterinary medical team. Both positions are funded from dedicated donation revenue.

Animal Services has submitted an innovative/new program offer to hire two FTE in program offer 91030, 1.00 Veterinarian and 1.00 Certified Vet Tech to provide seven-day-a-week veterinary services at the shelter.

### Elections

The mission of the Elections Division is to uphold a reputation for transparent, accurate, accessible and accountable elections in Multnomah County and maintain the public's confidence and trust in the elections process by running a smooth election. The Elections Division conducts all local, city, county, state and federal elections for the citizens of and all political districts within Multnomah County. It conducts many types of elections; from Water District Commissioner to President of the United States. Local elections include elected boards of directors for schools and special districts as well as local measures. City elections include elected city offices and city measures. County elections are for elected county offices and county measures. State elections include Governor, all statewide offices and state senate and house seats in Multnomah County. Federal elections include Presidential, US Senate and Congressional races.

Conducting elections involves: registering voters; maintaining the statewide voter registration and election management data base (OCVR); maintaining address and district data; checking signatures on city and local candidate/initiative petitions; accepting candidate/measure filings; producing voters' pamphlets; issuing and mailing ballots; managing drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities; counting ballots; and releasing results. For major elections, Elections employs as many as 260 temporary election workers.

### Significant Changes

There are no significant budget changes that impacted the Division.

### Land Use and Transportation Planning

The Land Use and Transportation Planning Division is responsible for Land Use Planning, Transportation Planning and Code Compliance as well as implementing the Solid Waste Licensing program for unincorporated areas of the County.

Land Use Planning implements Federal, State, and local policies and laws that preserve the rural farm and timber economy, protect the environment and maintain the quality of life in our unincorporated communities.

Transportation Planning develops and implements strategies to improve all modes of transportation in the County. The program reviews transportation impacts of new development, prepares the Capital Improvement Plan and Program and secures funding for implementing capital improvements as well as education and outreach programs related to Active Transportation.

Code Compliance ensures compliance within land use and transportation right-of-way rules. It is largely complaint driven, emphasizing hand-on work with property owners to achieve voluntary compliance with the respective rules.

The Solid Waste Licensing program licenses service providers for solid waste and recycling in the rural unincorporated areas of the County to meet State and regional requirements.

### Significant Changes

Land Use and Transportation Planning program has absorbed the responsibilities of the Solid Waste Licensing program into existing resources for the FY2015 Budget.

During FY 2015 Land Use Planning will begin the process of updating the Comprehensive Plan. This plan identifies land use and transportation planning goals, policies and strategies to protect natural resources and guide development within the unincorporated portions of the County. The effort on this project in FY 2015 will be the first year of a two year process.

### **Road Services**

The Road Services Division manages and preserves the County road infrastructure to provide a safe and reliable transportation system that supports economic and community vitality. The Division is comprised of three service areas, under which a variety of services are performed: Road Services, County Surveyor's Office and distribution of Shared Road Fund Revenues. Within Road Services and the County Surveyor's Office are various sections performing a wide range of services provided to local municipalities, developers, land surveyors and the general public. Services include, but are not limited to: road maintenance, capital planning, capital design, capital construction management, engineering, traffic services, right-of-way acquisitions and permitting, and mandated and non mandated surveying functions performed through the Survey Office.

The Road Services Division fulfills its mandates through cooperative planning with state, local and regional jurisdictions to preserve and improve the transportation system through the building of roads and providing daily maintenance and traffic services that contribute to public safety, environmental protection, livability and water quality. The County Surveyor's Office provides mandated service such as: review surveys submitted for filing by land surveyors, and filing and indexing surveys into the public survey records; maintenance of public survey records and provide research tools to view and provide copies of these public records; and, review and approval of land divisions.

### Significant Changes

This past year has shown a mild recovery in terms of Road Fund revenue. This has translated in a very modest increase in the ability to perform some preventative maintenance of our road system. Even with that modest increase however, our condition rating is still in a decline and without increase future revenue, will continue to decline.

A major change occurring in FY 2015 is the termination of an existing maintenance agreement with the City of Gresham. This IGA has been n place for several years with the County aiding the City in performing maintenance (under contract) of arterial roads within the City. Both the City and County agree that it is appropriate for the City to assume full maintenance responsibility effective July 1, 2015. As a result, 9 employee positions will be transferred. The County maintenance team will be able to re-focus on the County road system.

Another change implemented in FY 2015 is the establishment of a Capital fund for correction of fish barriers at roadway culverts. The County's Water Quality program has performed some exemplary work in establishing relationships with partner agencies and has also identified and prioritized fish barrier locations within the County road system. With this capital fund, those full and partial barriers will begin to be corrected.

### **Bridge Services**

The Bridge Services Division is entrusted with operating, preserving and improving the safety and prolonging the life of the County's long term investment in its six Willamette River Bridges. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside, and Broadway) and two fixed structures (Sellwood and Sauvie Island).

The Division is comprised of three service areas; Engineering, Maintenance and Operations.

The Engineering group provides planning, engineering and construction project management for capital projects intended to preserve, rehabilitate or at times replace the bridges.

The Maintenance group is made up of skilled trades who perform the everyday maintenance and preventative maintenance on the bridges. It is their responsibility to ensure the operational reliability of the bridge mechanical, electrical, structural and corrosion protective (paint) systems.

The Operations group is stationed in the operator houses on each of the four drawbridges. Bridge Operators raise and lower the draw spans to allow ships to pass.

### Significant Changes

Construction of the Sellwood Bridge will remain fully underway in FY 2015. As a result, the majority of the engineering staff will be primarily engaged with that project. Maintenance and Operations will continue with current workloads.

Work is currently underway for the revision of the Willamette River Bridge 20 Year Capital Needs plan. This plan will serve as the primary source of future project identification.

Other key projects which are underway in FY 2015 are: Broadway Bridge Painting, Broadway Bridge Rall Wheel Repair and Burnside Bridge Miscellaneous Repairs. The projects are all engaged in the design phase and the Broadway Bridge Painting is slated for construction in summer of 2015. The Rall Wheel Repair construction is scheduled for late 2015 and the Burnside Bridge Repairs construction is scheduled for 2016.

Department of Community Services

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE		
DCS Director and Support Services							
91000	Director's Office	\$517,120	\$0	\$517,120	2.00		
91001	DCS Human Resources	364,337	0	364,337	3.00		
91002	DCS Business Services	293,498	0	293,498	2.00		
91011	Budget and Operations Support	215,867	1,733,721	1,949,588	16.00		
Animal Services							
91005	Animal Services Client Services	1,989,030	1,635,000	3,624,030	20.00		
91006	Animal Services Field Services	1,480,892	35,000	1,515,892	14.00		
91007	Animal Services Animal Care	2,649,575	765,310	3,414,885	17.50		
91030	Veterinary Services	197,316	0	197,316	2.00		
Elections							
91008	Elections	3,681,304	0	3,681,304	10.00		
91026	Upgraded Ballot Tally System	500,000	0	500,000	0.00		
Land Use and Transportation Planning							
91018	Transportation Capital	0	12,112,148	12,112,148	0.00		
91020	Transportation Planning	0	455,556	455,556	3.40		
91021	Land Use Planning	1,294,532	41,037	1,335,569	8.20		
91027	Land Use Comprehensive Plan Update	0	586,000	586,000	0.00		
Road Services							
91012	County Surveyor's Office	0	3,372,138	3,372,138	10.00		
91013	Road Services	0	9,450,940	9,450,940	47.80		
91022	City Supplemental Payments	0	30,118,993	30,118,993	0.00		
91031	Pedestrian Crossing	40,000	0	40,000	0.00		
Bridge Services							
91015	Bridge Maintenance and Operations	0	3,043,383	3,043,383	22.00		
91016	Bridge Engineering	0	4,713,851	4,713,851	19.40		
91017	Sellwood Replacement Project	0	117,569,464	117,569,464	0.00		
91028	Upgrade Street Lights on Two Bridges to LED	<u>0</u>	174,521	<u>174,521</u>	0.00		
	Total Community Services	\$13,223,470	\$185,807,063	\$199,030,534	197.30		

## **Community** Services

fy2015 **proposed** budget

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#### Program #91000 - Director's Office

4/16/2014

Department:Community ServicesProgram Contact:Kim PeoplesProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 91001, 91002, 91005, 91008, 91011, 91012, 91013, 91015, 91016, 91017, 91018, 91020,

**Program Characteristics:** 

#### **Executive Summary**

The Department of Community Services (DCS) administers land use and transportation services; animal service programs and facilities; survey of land within the County as prescribed by state and local code; and County election duties as prescribed by State and Federal law. The Director's Office leads, manages and oversees both the mandated and non-mandated services of the Department.

#### **Program Summary**

The Director's Office is accountable to the Chair, Board of County Commissioners and the community for leadership and management of Animal Services, Land Use and Transportation Planning, Road and Bridge Services, Elections, and Survey Office for the provision of accessible, cost efficient and quality services. The Director works with Division Managers to establish priorities, strategies and support to accomplish program delivery in alignment with Board policies.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of leadership development training hours per Supervisor	0	35	45	35		
Outcome	Percent of employees receiving an annual evaluation	100%	100%	100%	100%		

#### **Performance Measures Descriptions**

Number of training hours DCS provides and supports for Key Leaders (Managers, Supervisors, Leads and emerging leaders) to develop supervisory, management and leadership competencies.

Percent of employees receiving an annual evaluation is the measure associated with the desired outcome of all employees receiving performance feedback from their supervisor.

## **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$434,938	\$0	\$318,398	\$0
Contractual Services	\$30,000	\$0	\$19,000	\$0
Materials & Supplies	\$36,713	\$0	\$34,496	\$0
Internal Services	\$138,482	\$0	\$145,226	\$0
Total GF/non-GF	\$640,133	\$0	\$517,120	\$0
Program Total:	\$640,133		\$517	<b>7</b> ,120
Program FTE	2.25	0.00	2.00	0.00

Program Revenues					
Other / Miscellaneous	\$433,180	\$0	\$413,720	\$0	
Total Revenue	\$433,180	\$0	\$413,720	\$0	

## **Explanation of Revenues**

The Director's Office is funded by indirect charges to the Road Fund, Bridge Funds and the General Fund.

## Significant Program Changes

Last Year this program was: 91000 Director's Office

Last year the Ombudsman was part of the 91000 program offer. Also, this program has decreased by 0.25 FTE due to assignment of a Director's Office employee to the Sellwood Bridge Project.



#### Program #91001 - DCS Human Resources

4/16/2014

**Department:** Community Services **Program Contact:** Cynthia Trosino

Program Offer Type: Administration Program Offer Stage: As Proposed

Related Programs: 91000,91002

**Program Characteristics:** 

### **Executive Summary**

The Department of Community Services (DCS) Human Resources provides direct support to Division Managers, to all current and prospective employees including but not limited to recruitment and selection services, performance management, employee orientation and organizational development, succession planning, and consultative services regarding a wide range of management and employee/labor relations issues.

#### **Program Summary**

The program provides a broad range of services for both Division Managers and employees regarding human resources and labor relations issues.

- a) The DCS Human Resources staff consults and advises management and employees on interpreting and applying the County's HR performance planning, personnel rules, policies and procedures, collective bargaining and labor agreements, and other applicable laws and regulations governing public sector employment.
- b) The unit provides DCS managers with additional support in the form of recruitment and retention services; performance management consultation; discipline and grievance processing and dispute resolution.
- c) The team provides recruitment and selection services; administers the department's FMLA and OFLA record keeping; maintains its personnel records and provides an essential liaison relationship with Central HR/Labor Relations.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average days to fill recruitment	74	60	56	45			
Outcome	Employee satisfaction in orientation to the department as a whole in the first 30 days	100%	100%	100%	100%			

#### **Performance Measures Descriptions**

Average days to fill recruitment from requisition receipt to job offer accepted from candidate. Goal is 60 days (industry standard in 81 days).

New employee satisfaction with our orientation process for the department, division and work section measures our success in acclimatizing new employees to the workplace during the critical first month.

Three collective bargaining agreements; federal, state, county and department regulations covering compensation, disciplinary action and work schedules.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$298,453	\$0	\$363,337	\$0
Materials & Supplies	\$2,500	\$0	\$1,000	\$0
Total GF/non-GF	\$300,953	\$0	\$364,337	\$0
Program Total:	\$300,953		\$364	,337
Program FTE	2.00	0.00	3.00	0.00

Program Revenues					
Other / Miscellaneous	\$0	\$0	\$37,528	\$0	
Total Revenue	\$0	\$0	\$37,528	\$0	

## **Explanation of Revenues**

Revenue shown is derived from Other Internal transfer of dollars from dedicated funds within the department to fund the new Human Resource Technician position.

## Significant Program Changes

Last Year this program was: 91001 DCS Human Resources

One new FTE has been added to Program Offer #91001 to improve customer service. The new position is funded within existing resources.



#### Program #91002 - DCS Business Services

4/16/2014

Department:Community ServicesProgram Contact:Gerald ElliottProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 91000, 91001, 91011, 91017, 91018

**Program Characteristics:** 

#### **Executive Summary**

This work unit manages the business services function of DCS and provides direct support to the Department Director.

## **Program Summary**

This work unit manages the financial and administrative functions of the operating programs within the Department of Community Services. These operating areas include Animal Services, Elections, Survey, Maintenance, Road and Bridge Services, Land Use and Transportation Planning and the Ombudsman. It directly supervises Budget and Operations Support which performs the following functions: records management, contract administration, grant accounting, cost accounting, accounts payable and receivables, warehouse operations, payroll and personnel maintenance, preparation of legal records for litigation, in addition to the reception and clerical functions typically associated with these positions. This unit performs the essential administrative support operations of the various DCS programs while providing common interpretations of County policy and procedure through its administrative and fiscal services. This allows other program areas to remain focused on delivering their core program services.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total Dollars Spent by DCS	\$176M	\$216M	\$140M	\$196M		
Outcome	Percentage of Invoices Paid on Time	89%	90%	90%	90%		

## **Performance Measures Descriptions**

Total dollars spent by DCS provides a general measurement of activity level of Business Services. The fluctuations in dollar values from year to year are primarily a function of Transportation capital projects.

Invoices paid on time is the percentage of invoices paid within 30 days of the invoice date and measures the effectiveness of the accounts pavable process.

ORS 294 - County and Municipal Financial Administration rules and Regulations

ORS 366.739-774 - State Highways and State Highway Fund Allocations to Counties and Cities

ORS 368.051 – Accounting for County Road Work

Government Accounting Standards Board (GASB)

Generally Accepted Accounting Principles (US GAAP)

Oregon OSHA Regulations – Rules for Worker Safety

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$293,292	\$0	\$292,838	\$0
Materials & Supplies	\$660	\$0	\$660	\$0
Total GF/non-GF	\$293,952	\$0	\$293,498	\$0
Program Total:	\$293,952		\$293	3,498
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

This program supports all Department of Community Services programs and does not receive revenue directly. A portion of the expenses of this group are allocated to other Community Services programs through indirect rates.

## Significant Program Changes

Last Year this program was: 91002 DCS Business Services



## Program #91005 - Animal Services Client Services

4/16/2014

**Department:** Community Services **Program Contact:** Mike Oswald

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 91006, 91007

**Program Characteristics:** 

#### **Executive Summary**

The Client Services and Community Outreach program provides customer service for shelter visitors and phone customers, and provides community-focused programs. Key service areas include: staffing the Division's call center; managing the County-wide pet licensing program; supervision of over 250 active volunteers; web and social media engagement, Community Advisory Committee, and spay-neuter services for low income cat owners through the ACT Program (Apartment Cat Team). The program processes approximately \$1.8 million annually in revenue.

## **Program Summary**

The Client Support and Community Outreach program delivers the following services: 1) Phone services provide information, assistance and referral for 50,000 annual phone customers. Regular business phone lines are staffed four days a week, providing 30 hours of service each week; 2) Visitor services assist the 90,000 walk-in customers that visit the shelter each year processing all transactions for animal intake, animal adoptions, lost and found reports, calls for field services, owners reclaiming animals, pet licensing, and general information and referral; 3) Pet licensing services process all pet licensing and animal facility licensing, including license sales and renewals through the mail, license sales by business partners in the community, e-business sales, database entry, billing and collection system for notices of infraction, deferred payment and NSF checks; 4) The Volunteer Program provides recruitment, selection, training and supervision for citizens and organizations who volunteer to assist in the delivery of services. Volunteers assist with animal care, foster shelter animals, and participate in adoption outreach and community events; and, 5) Community Outreach provides web/social media services, ACT program, Neighborhood Cat Adoption Partner program, and Community Advisory Committee.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Pet Licenses Processed	95,355	98,000	96,000	96,000		
Outcome	Number of Volunteers expressed in FTE	25.30	25.00	25.00	25.00		
Output	ACT Spay-Neuter Surgeries	327	600	360	360		
Outcome	Private Donations (dollars)	\$229,860	\$120,000	\$200,000	\$143,000		

#### **Performance Measures Descriptions**

Pet licenses processed is a workload measure. Volunteers expressed in FTE (full-time equivalent) measures the hours that volunteers commit to Animal Services. The Volunteer program participation is growing. ACT Spay-Neuter Surgeries is a measure of community members helped by the ACT Programs outreach activities - calculated on the calendar year. Private donations track donations received from individuals, foundations, and businesses. The higher donation revenue in FY13 and FY14 are due to unanticipated large individual donations.

ORS 609.010 to 609.190 pertains to Animal Control mandates. Includes: Dogs running at large prohibited; Potentially Dangerous and Dangerous Dogs regulations; Dogs as Public Nuisance prohibited; Impoundment and shelter requirements for violations; Dog License requirements; Impoundment of Dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 to 433.390 pertains to Rabies Control - includes: requirement to report animal bites; impoundment, quarantine and disposition requirements; inoculations against rabies requirements; records requirements; and requirement for all fees to go to the County dog control fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,669,091	\$0	\$1,691,880	\$0
Contractual Services	\$55,142	\$0	\$72,408	\$0
Materials & Supplies	\$74,700	\$0	\$80,185	\$0
Internal Services	\$148,459	\$0	\$144,557	\$0
Cash Transfers	\$0	\$1,660,000	\$0	\$1,635,000
Total GF/non-GF	\$1,947,392	\$1,660,000	\$1,989,030	\$1,635,000
Program Total:	\$3,60	\$3,607,392		4,030
Program FTE	20.00	0.00	20.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,625,000	\$0	\$1,600,000
Financing Sources	\$1,660,000	\$0	\$1,635,000	\$0
Service Charges	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$1,660,000	\$1,660,000	\$1,635,000	\$1,635,000

#### **Explanation of Revenues**

Dog License revenue: 49,000 licenses issued @ \$25.00/license = \$1,225,000. Cat License revenue: 30,000 licenses issued @ \$12/license = \$360,000. 150 Animal Facility licenses x \$100 = \$15,000. Total Licensing revenue = \$1,600,000. Animal Adoption revenue: 1,670 adoptions x \$21/average adoption = \$35,000.

In the General Fund, the \$1,635,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from the sources described above.

## **Significant Program Changes**

Last Year this program was: 91005 Animal Services Client Services



## Program #91006 - Animal Services Field Services

4/16/2014

**Department:** Community Services **Program Contact:** Mike Oswald

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 91005, 91007

**Program Characteristics:** 

## **Executive Summary**

The Field Services program provides 24 hr public safety emergency response to calls concerning animals attacking and injuring people, and animals; 24 hr emergency animal rescue for injured, sick and abused animals; investigation services for animal bite cases, and animal abuse and neglect cases; enforce city, county and state laws; and provides community education and assistance in helping resolve neighborhood animal nuisances. Service is provided to the community 7 days a week. This program serves all cities and unincorporated areas in Multnomah County, including the City of Portland.

## **Program Summary**

The Field Services program delivers the following services: 1) Emergency public safety protection: respond to calls on dangerous dog attacks injuring people and other animals. 2) Emergency animal rescue: respond and rescue injured, sick, abused and neglected animals. 3) Public health protection: investigate reports of animal bites, quarantine animals for rabies and enforce state rabies laws. 4) Animal welfare protection: investigate cases of animal neglect, abuse and abandonment; dog fighting; and, ensure humane standards of animal care in licensed animal facilities. Team with law enforcement agencies and District Attorney on criminal cases involving animals. 5) Promote neighborhood livability: assist the public in resolving neighborhood nuisances involving animals; regulate potentially dangerous dog ownership, and impound stray animals. 6) Community education: promote responsible pet ownership. Enforce City, County, and State laws involving animals. 7) Manage the administrative hearings process to resolve ordinance violations.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Calls for Service	7,745	8,200	8,000	8,000		
Outcome	Priority Investigation Response Time (days)	3.1	2.0	3.0	3.0		
Output	Notices of Infractions Issued	10,044	11,000	11,000	11,000		

## **Performance Measures Descriptions**

Calls for service is an output measure of service demand. The Priority Investigation Response Time measures the time from the initial call received to first contact by an officer. Priority investigations are cases of animal cruelty and neglect, animal bites, and Potentially Dangerous Dogs. In FY13, Field Services responded to 7,745 calls for service: 1,836 emergency calls; 921 bite investigations; 935 animal cruelty/welfare investigations; 1,331 dead animal service calls; 2,722 neighborhood nuisance complaints

ORS 609.010 to 609.190 pertains to Animal Control mandates. Includes: Dogs running at large prohibited; Potentially Dangerous and Dangerous Dogs regulations; Dogs as Public Nuisance prohibited; Impoundment and shelter requirements for violations; Dog License requirements; Impoundment of Dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 to 433.390 pertains to Rabies Control - includes: requirement to report animal bites; impoundment, quarantine and disposition requirements; inoculations against rabies requirements; records requirements; and requirement for all fees to go to the County dog control fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,140,285	\$0	\$1,173,476	\$0
Contractual Services	\$75,000	\$0	\$76,000	\$0
Materials & Supplies	\$34,700	\$0	\$34,200	\$0
Internal Services	\$206,200	\$0	\$197,216	\$0
Cash Transfers	\$0	\$25,000	\$0	\$35,000
Total GF/non-GF	\$1,456,185	\$25,000	\$1,480,892	\$35,000
Program Total:	\$1,481,185		\$1,51	5,892
Program FTE	14.00	0.00	14.00	0.00

Program Revenues					
Other / Miscellaneous	\$0	\$25,000	\$0	\$35,000	
Financing Sources	\$25,000	\$0	\$35,000	\$0	
Total Revenue	\$25,000	\$25,000	\$35,000	\$35,000	

## **Explanation of Revenues**

Revenue from Notice of Infractions fines: Projected (700) Notices of Infraction issued @ an average of \$50/notice = \$35,000. In the General Fund, the \$35,000 revenue represents the cash transfer from the Animal Services Fund to the General Fund.

## **Significant Program Changes**

Last Year this program was: 91006 Animal Services Field Services

No significant changes



#### Program #91007 - Animal Services Animal Care

4/16/2014

**Department:** Community Services **Program Contact:** Mike Oswald

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 91005, 91006

**Program Characteristics:** 

#### **Executive Summary**

The Shelter Services program provides humane shelter and health care 365 days/year for lost, homeless and stray animals that are injured, sick, abandoned, abused, neglected and found in Multnomah County. The program reunites animals with their owners, adopts animals into new homes and provides comprehensive shelter medicine and veterinary hospital services; and animal behavior assessment services. The shelter is accredited by the American Animal Hospital Association.

## **Program Summary**

Shelter Services program delivers the following services: 1) Animal Care provides a clean, comfortable, safe and healthy shelter environment to house and care for all animals that enter the shelter; 2) Reunite animals with their owners; 3) Lost and found pet services; 4) Pet Adoption services, including adoption outreach in the community, and advertisement in newspapers, radio, television and the web; 5) Shelter Medicine program provides veterinary health care and treatment for all shelter animals, provides spay/neuter surgeries for adopted animals and subsidized veterinary services for low income pet owners; 6) Animal behavioral assessment and training services to determine availability for animals to be adopted into new, lifelong homes or transfer to partner organizations. Trained volunteers and Foster Pet parents assist in providing specialized animal care and help match potential adopters with the right pet.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Animal intake at the shelter	7,120	7,500	7,500	7,500		
Outcome	Live Release Rate - Dogs	92.3%	90.0%	92.0%.	92.0%		
Outcome	Live Release Rate - Cats	82.7%	70.0%	82.0%	82.0%		
Outcome	Dogs and Cats Euthanasia per 1,000 human population	0.99	2.0	0.9	0.9		

#### **Performance Measures Descriptions**

Animals received at the shelter is the measure that most impacts shelter services staffing and expenditures. Live Release Rate for dogs and cats is the percentage of all animal dispositions that are "live release" (returned to owner, adopted, or transferred to placement partners). The Live Release Rate is an industry benchmark statistic calculated on the calendar year. Euthanasia per 1,000 human population is an industry standard. The 2012 national average was 9.7 per 1,000. All performance measures are projected to continue on their current trend lines.

ORS 609.010 to 609.190 pertains to Animal Control mandates. Includes: Dogs running at large prohibited; Potentially Dangerous and Dangerous Dogs regulations; Dogs as Public Nuisance prohibited; Impoundment and shelter requirements for violations; Dog License requirements; Impoundment of Dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 to 433.390 pertains to Rabies Control - includes: requirement to report animal bites; impoundment, quarantine and disposition requirements; inoculations against rabies requirements; records requirements; and requirement for all fees to go to the County dog control fund.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,433,875	\$249,866	\$1,475,418	\$258,356
Contractual Services	\$85,000	\$124,000	\$65,000	\$65,000
Materials & Supplies	\$220,438	\$198,789	\$222,050	\$74,000
Internal Services	\$851,741	\$0	\$887,107	\$0
Cash Transfers	\$0	\$142,500	\$0	\$100,000
Unappropriated & Contingency	\$0	\$27,307	\$0	\$267,954
Total GF/non-GF	\$2,591,054	\$742,462	\$2,649,575	\$765,310
Program Total:	\$3,333,516		\$3,41	4,885
Program FTE	16.50	2.00	16.50	1.00

Program Revenues				
Fees, Permits & Charges	\$0	\$117,500	\$0	\$125,000
Other / Miscellaneous	\$0	\$120,000	\$0	\$143,000
Financing Sources	\$142,500	\$0	\$100,000	\$0
Beginning Working Capital	\$0	\$504,962	\$0	\$497,310
Total Revenue	\$142,500	\$742,462	\$100,000	\$765,310

### **Explanation of Revenues**

Animal Fee revenue: 2,100 animals returned to owner x \$47.62 average = \$100,000. Animal Fee revenue: 1,000 animal licenses @ \$25 average = \$25,000 is a portion of the license fee revenue retained in the the restricted accounts, per County Resolution 2010-098. \$497,310 is the estimated Beginning Working Capital from restricted revenues. \$143,000 Other/Miscellaneous revenue are donations for animal care.

In the General Fund, the \$100,000 in Financing Sources revenue represents the cash transfer from the Animal Services Fund to the General Fund.

### **Significant Program Changes**

Last Year this program was: 91007 Animal Services Animal Care

This Program Offer adds 1.0 FTE for Veterinary Services program. The position is funded with dedicated funds.

In addition, this Program Offer reduces two Animal Care Technician positions. These will be replaced with one limited duration Program Coordinator position to better meet the needs of the Rescue/Foster program. These positions are funded with dedicated funds.



#### Program #91008 - Elections

4/16/2014

Department:Community ServicesProgram Contact:Tim Scott

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 91026

**Program Characteristics:** 

#### **Executive Summary**

The Elections Division conducts all local, city, county, state and federal elections for the citizens of and all political districts within Multnomah County. Under Oregon law, regular election dates are in March, May, September and November. Under state and local law, special elections and recall elections can also be called at any time of the year.

## **Program Summary**

The Elections Division conducts many types of elections in Multnomah County, from Water District Commissioner to President of the United States. Local elections include elected boards of directors for schools and special districts as well as local measures. City elections include elected city offices and city measures. County elections are for elected county offices and county measures. State elections include Governor, all statewide offices and state senate and house seats in Multnomah County. Federal elections include Presidential, US Senate and Congressional races.

Conducting elections involves: registering voters; maintaining the statewide voter registration and election management database (Oregon Central Voter Registration database); maintaining address and district data; checking signatures on city and local candidate/initiative/referendum petitions; accepting candidate/measure filings; producing voters' pamphlets; issuing and mailing ballots; managing drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities; counting ballots; and releasing results. Elections employs as many as 260 temporary election workers for major elections.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of votes counted	551,871	280,000	171,074	378,250	
Outcome	Percent of customers who are satisfied with counter service	98%	95%	99%	97%	
Efficiency	Personnel cost per 1,000 ballots cast	\$940	\$1058	\$1150	\$970	

## **Performance Measures Descriptions**

Customer satisfaction was measured through a survey completed by Elections in-person customers and reflects the percentage of customers who indicated that customer service either met or exceed their expectations.

Personnel Cost per 1,000 ballots cast for FY13 Actual is for the Presidential General Election; FY14 Purchased and Estimate is for the Gubernatorial Primary Election: and the FY15 Offer is for the Gubernatorial General Election.

Multnomah County Code of Ordinances, Chapter 5, Elections, describes the process for county initiative/referendum petitions in Multnomah County as well as how to fill vacancies in county elective offices. Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections by each county. Rules deal with issues such as County Voters' Pamphlets and Voting by Mail. Oregon Revised Statutes, Chapters 246 through 260, provide the legal authority for all aspects of conducting elections in Oregon. There are also Federal mandates. The Voting Rights Act, The National Voter Registration Act, The Help America Vote Act and the Military and Overseas Empowerment Act establish election administration standards.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,381,572	\$0	\$1,296,453	\$0
Contractual Services	\$313,300	\$0	\$399,667	\$0
Materials & Supplies	\$1,151,670	\$0	\$1,265,863	\$0
Internal Services	\$759,767	\$0	\$719,321	\$0
Total GF/non-GF	\$3,606,309	\$0	\$3,681,304	\$0
Program Total:	\$3,606,309		\$3,68	1,304
Program FTE	10.00	0.00	10.00	0.00

Program Revenues					
Service Charges	\$955,615	\$0	\$1,118,213	\$0	
Total Revenue	\$955,615	\$0	\$1,118,213	\$0	

#### **Explanation of Revenues**

Most revenue is generated through reimbursements from districts for their apportioned share of the cost of an election. Election expenses are always reimbursed by special districts. Special elections called by the State or Cities are reimbursed by the State or the City calling the election. By state law, Cities and the State cannot be charged for the cost of the election in the Primary or General election. The County must pay for those district's apportioned cost in these elections.

During FY 15 two smaller special elections are included in the budget at \$257,947 each. A larger special election in May 2015 is in the budget at \$563,526. Budget amounts for all these special elections are calculated at 100% reimbursement. Reimbursements for the general election in November 2014 are budgeted at 4%, or \$30,293.

In addition to election reimbursement, the budget has revenue of \$6,000 for boundary changes and \$2,500 for petitions.

#### **Significant Program Changes**

Last Year this program was: 91008 Elections



## **Program #91011 - Budget and Operations Support**

4/16/2014

Department:Community ServicesProgram Contact:Gerald ElliottProgram Offer Type:SupportProgram Offer Stage:As ProposedRelated Programs:91002, 91005, 91008, 91012, 91013, 91016, 91017, 91018, 91020, 91022

**Program Characteristics:** 

## **Executive Summary**

The Budget and Operations Support unit offers administrative support; including budget, records management, payroll, accounts receivable and payable, safety, word processing, reception, financial reporting and analysis to all program areas within the Department of Community Services. Budget and Operations Support also includes administration of two special districts and the Road Asset management system.

## **Program Summary**

This work unit supports the operations of Animal Services, Elections, Survey, Road and Bridge Services, Land Use Transportation Planning and Ombudsman. The areas of support include; records management, contract administration, grant accounting, cost accounting, accounts payable and receivables, payroll and personnel maintenance, preparation of legal records for litigation, in addition to the reception and clerical functions typically associated with these positions. Having this unit perform the essential administrative support functions for the various DCS programs allows it to provide common interpretations of County Policy and Procedure while enhancing the opportunity for the other program areas to remain focused on delivering their core program services.

Budget and Operations Support also serves as the administrator of two special districts; Dunthorpe-Riverdale Sanitary Sewer District and the Mid-County Street Lighting Service District.

In addition, this unit includes the Road Asset program that tracks the condition of the County's roads and associated assets. This information is used in prioritizing maintenance activities.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Line of Payroll Input	115,739	118,000	116,600	115,000	
Outcome	Percent of Invoices Paid on Time	89%	95%	90%	90%	
Quality	Customer Survey	4	4	4	4	

## **Performance Measures Descriptions**

Most measures for this group are represented in the performance measures of the programs we support. Number of lines of payroll entry is a measure that reflects the volume of this major task. Invoices Paid on Time is the percentage of invoices paid within 30 days of the invoice date and measures the effectiveness of the accounts payable process. Customer Survey solicits feedback from the programs we support. A zero to five scale is used to rate this group on various performance attributes.

ORS 294 – County and Municipal Financial Administration rules and Regulations ORS 366.739-774 – State Highways and State Highway Fund Allocations to Counties and Cities ORS 368.051 – Accounting for County Road Work Government Accounting Standards Board (GASB)
Generally Accepted Accounting Principles (US GAAP)

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$178,114	\$1,267,119	\$181,025	\$1,361,907
Contractual Services	\$0	\$56,000	\$5,000	\$91,000
Materials & Supplies	\$0	\$25,480	\$7,690	\$25,480
Internal Services	\$33,238	\$215,232	\$22,152	\$255,334
Total GF/non-GF	\$211,352	\$1,563,831	\$215,867	\$1,733,721
Program Total:	\$1,775,183		\$1,94	9,588
Program FTE	2.00	13.00	2.00	14.00

Program Revenues				
Indirect for Dept. Admin	\$29,291	\$0	\$32,335	\$0
Intergovernmental	\$0	\$1,280,831	\$0	\$1,476,401
Other / Miscellaneous	\$11,000	\$283,000	\$11,000	\$207,320
Service Charges	\$0	\$0	\$0	\$50,000
Total Revenue	\$40,291	\$1,563,831	\$43,335	\$1,733,721

## **Explanation of Revenues**

Intergovernmental: \$1,476,401 is received as part of the Road Fund from the state distribution of registration fees and gas taxes.

Other/Miscellaneous: \$218,320 is received for services provided for programs within DCS (Roads - \$11,000, Elections - \$12,240, Bridges - \$50,000, Survey - \$40,000, Animal Services - \$76,500, Land Use Planning - \$28,580) Service Charges - \$50,000 is reimbursements from special service districts (Dunthorpe-Riverdale Sewer District - \$25,000 and Mid-County Lighting District - \$25,000)

#### **Significant Program Changes**

Last Year this program was: 91011 Budget and Operations Support

Last year this program offer had 15.0 FTE and this year it has 16.0 FTE. This change is caused by reorganization that moved a Data Analyst Senior position from Road Service to Budget and Operations Support. This change was made to consolidate the Road Assets function within Budget and Operations Support.



## Program #91012 - County Surveyor's Office

4/16/2014

Department:Community ServicesProgram Contact:Jim ClaytonProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Program Offer Type:** Existing Operating Program **Related Programs:** 91013, 91016, 91017, 91018

Program Characteristics:

## **Executive Summary**

The County Surveyor's Office provides services which include: maintenance and restoration of public land survey corners, the review and filing of surveys and land division plats, survey records to the public and surveying support to other county programs and local agencies.

## **Program Summary**

The County Surveyor's Office provides several services, some of which are mandated by state law.

Mandated Functions (required by state statute)

- Maintenance and restoration of public land survey corner monuments under the Public Land Survey System: All property descriptions within the state are either directly or indirectly tied to public land survey corners. The maintenance and restoration of these corners are critical to ensure the integrity of property boundaries within the county.
- Review, filing and indexing of records of survey: All surveys which set permanent monuments (property corners, etc.) within Multnomah County are required to be filed with our office. State statutes require that we review these surveys, file and index them in the County Survey Records.
- Review and approval of land division plats (subdivisions, partitions, and condominiums): Comprehensive reviews of all land division plats within the entire county are performed by our office to ensure accuracy and compliance with state statutes and local ordinances.
- Providing access to the public survey records: We maintain a robust online records retrieval system that is widely used by the public, and essential for providing information required by land surveyors, developers, the title industry, planning jurisdictions, and others.

#### Other Functions

- Provide surveying support for capital projects on county roads and bridges. Current/recent projects include Sellwood Bridge Replacement Project, Morrison Bridgehead, NE Arata Road, Latourell Bridge, Troutdale Road, and Sandy Boulevard.
- Provide surveying support for County departments and local agencies. Currently working on projects for Road Engineering, Bridge Services and County Facilities.
- Provide surveying expertise to the public and to County and local agencies.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of public land corner visits performed (this is a new performance measure)	0	0	175	175	
Outcome	Percentage of plats reviewed within 21 days	100%	100%	100%	90%	
Input	Number of plats reviewed for approval	75	85	110	100	
Quality	Number of affidavits of correction filed for errors on plats	0	3	1	3	

#### **Performance Measures Descriptions**

The County Surveyor's Office maintains approximately 2000 public land survey corners. We maintain them on a 7-10 year cycle (each maintenance is referred to as a "visit"). The County Surveyor approves all land division plats (subdivisions, partitions, and condominiums) within the county, including within all cities. Our goal is to complete the initial review of all plats within 21 calendar days of submittal. We also strive to be very accurate with our reviews. We measure this by the number of affidavits of correction that are filed to correct errors on plats that were missed during our review.

The County Surveyor position is mandated by state statute. The duties of the County Surveyor are mandated by ORS Chapter 209, including those related to Public Land Corners. Plat review and approval are mandated by ORS 92.100 and ORS 100.115. Certain work regarding county roads is mandated by ORS 368.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,088,624	\$0	\$1,097,346
Contractual Services	\$0	\$1,500	\$0	\$2,000
Materials & Supplies	\$0	\$37,900	\$0	\$44,100
Internal Services	\$0	\$256,352	\$0	\$266,185
Capital Outlay	\$0	\$45,000	\$0	\$0
Unappropriated & Contingency	\$0	\$1,255,124	\$0	\$1,962,507
Total GF/non-GF	\$0	\$2,684,500	\$0	\$3,372,138
Program Total:	\$2,684,500		\$3,37	2,138
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Indirect for Dept. Admin	\$25,930	\$0	\$26,431	\$0
Other / Miscellaneous	\$0	\$1,550,000	\$0	\$1,640,000
Interest	\$0	\$4,500	\$0	\$7,500
Beginning Working Capital	\$0	\$1,025,000	\$0	\$1,574,638
Service Charges	\$0	\$105,000	\$0	\$150,000
Total Revenue	\$25,930	\$2,684,500	\$26,431	\$3,372,138

#### **Explanation of Revenues**

The County Surveyor's Office is self supporting. All revenues are from user fees or charges for services. Maintenance and restoration of Public Land Corners makes up the largest part of our program. This is funded by a fee (currently \$10) charged whenever certain types of documents are recorded in the County Records. Another large portion of our revenue is derived from a filing fee (currently \$400) which is charged for all records of survey and plats that are submitted to our office for review and filing. Revenue estimates are as follows: Public Land Corner Preservation Fund – estimated 117,500 documents recorded at \$10 each - \$1,175,000 (part of "Other/Miscellaneous" above); Plats and Surveys submitted for filing/recording - estimated 562.5 at \$400 each = \$225,000 (part of "Other/Miscellaneous" above); Plat review and approval - actual cost incurred - estimated \$150,000 (shown as "Service Charges" above); Survey support for county road and bridge projects, and other county departments and local agencies – estimated \$240,000. (part of "Other/Miscellaneous" above)

#### Significant Program Changes

Last Year this program was: 91012 County Surveyor's Office



#### Program #91013 - Road Services

4/16/2014

**Department:** Community Services **Program Contact:** Brian Vincent

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 91011,91012, 91018, 91020

**Program Characteristics:** 

#### **Executive Summary**

The Division serves a fundamental community need by providing for the safe movement of people and goods. The Division ensures that the County maintained road system is preserved for the benefit of the public by constructing, operating, repairing and maintaining roadways in a professional and cost effective manner. Our citizens use roads in order to get to their places of employment, access to emergency services, businesses, retail outlets, schools and recreational activities. Multnomah County's economy is dependent on the transportation system to move products to markets.

## **Program Summary**

The Road Services program is responsible for design, construction, maintenance, operation and preservation of County-owned roads. The Division contributes to the goals and strategies of the Department of Community Services in providing transportation services county residents rely upon. The Division focuses on providing quality roads through innovation, skilled workforce and efficient practices. Four program areas (engineering and operations, water quality and maintenance) deliver services to comply with local, State, and Federal transportation requirements while striving to achieve the transportation priorities of Multnomah County residents communicated to the Division through our public outreach efforts. The Division is a regional leader in sustainable maintenance policies and practices that respond to the Endangered Species Act, Safe Drinking Water Act, and Clean Water Act. The Division fulfills its mandates through cooperative planning with local and regional jurisdictions, preserving and improving the transportation system through the building of roads and providing on-going maintenance and traffic services that contribute to public safety, environmental protection, and livability.

Oregon's economy growth, much like the Nation's continues to pickup, however, the pace has been sluggish by historical standards coming out of a recession. This growth to the state highway fund is witnessed in increased vehicle title, driver, and registration transactions. These transactions translate into increased State revenues which support the Division in completing its work plans. The County's 3 cent fuel tax receipts continue to decline each year contrary to the growth in the state revenues. The decline results from fewer gallons being consumed and the fuel tax rate remaining static (unchanged since 1981). State and local land use goals promote density, which supports alternative modes of transit to the public (i.e. buses, bikes, and rail) and have reduced the demand for gasoline consumption, consequently reduced fuel tax receipts.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Output Lane Miles maintained by County forces	826	826	826	681	
Outcome	Pavement Condition Index (PCI)	66	66	66	66	
Input	Number of FTE's in Road Services	59.00	57.00	52.00	48.00	
Outcome	Outcome Customer Survey	4	4	4	4	

#### **Performance Measures Descriptions**

These performance measures are designed to balance customer satisfaction against the road system needs within available revenues. The Division continuously evaluates how and where resources are used to achieve a favorable customer response and provide safe road network for our diverse and multi-modal community.

The Division fulfills its obligation as a road authority under the provisions of ORS–368. The Federal Highway Administration's Manual on Uniform Traffic Control Devices, Federal Environmental Laws; Clean Water, Safe Drinking Water and Endangered Species Acts provide standards under which we must incorporate in our service delivery.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$5,814,185	\$0	\$5,035,372
Contractual Services	\$0	\$277,500	\$0	\$247,500
Materials & Supplies	\$0	\$1,983,650	\$0	\$1,642,650
Internal Services	\$0	\$2,680,757	\$0	\$2,525,418
Capital Outlay	\$0	\$63,469	\$0	\$0
Total GF/non-GF	\$0	\$10,819,561	\$0	\$9,450,940
Program Total:	\$10,819,561		\$9,45	0,940
Program FTE	0.00	57.60	0.00	47.80

Program Revenues				
Indirect for Dept. Admin	\$201,740	\$0	\$177,321	\$0
Fees, Permits & Charges	\$0	\$55,000	\$0	\$70,000
Intergovernmental	\$0	\$9,557,279	\$0	\$6,988,788
Taxes	\$0	\$50,000	\$0	\$50,000
Other / Miscellaneous	\$0	\$106,500	\$0	\$106,500
Interest	\$0	\$25,000	\$0	\$25,000
Beginning Working Capital	\$0	\$998,282	\$0	\$2,183,152
Service Charges	\$0	\$27,500	\$0	\$27,500
Total Revenue	\$201,740	\$10,819,561	\$177,321	\$9,450,940

#### **Explanation of Revenues**

The program is funded by "County Road Funds" which are a combination of dedicated money received from the state highway fund, county gas tax and federal forest receipts, federal and state grants, developer contributions, and service reimbursement.

#### **Significant Program Changes**

Last Year this program was: 91013 Road Services

This FY 2014-15 Program Offer maintains current service levels for the Division in support of the County's road system. The Program Offer does offer budgetary adjustments to reflect the elimination of the County performing maintenance on City of Gresham arterial streets. Nine positions aligned in performing road and traffic maintenance were transferred to the City of Gresham effective July 1, 2014, as outlined in the 2005 Road Transfer IGA with the City of Gresham. Additionally, an internal reorganization has moved the Asset Management function from Road Services to Budget and Operations Support, a total of 1 FTE.



## Program #91015 - Bridge Maintenance and Operations

4/16/2014

**Department:** Community Services **Program Contact:** Brian Vincent

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 91011, 91013, 91016, 91020

**Program Characteristics:** 

#### **Executive Summary**

This program is entrusted with operating and preserving the County's long term investment in its six Willamette River Bridges. The program also offers technical support to the Roads Division for 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside, and Broadway) and two fixed structures (Sellwood and Sauvie Island).

#### **Program Summary**

The Bridge Maintenance and Operations program is comprised of two main functional groups.

- a) The Maintenance group is made up of those who perform the everyday maintenance and preventative maintenance on the bridges. It is their responsibility to ensure the operational reliability of the bridge mechanical, electrical, structural and corrosion protection (paint) systems. Maintenance places priority on response to emergencies, performance of specialized preventative maintenance tasks and making repairs as needed. Some of the tasks performed by this group include: vehicle accident repair, bridge mechanical and electrical troubleshooting, minor roadway or sidewalk repairs, graffiti removal and snow removal
- b) Bridge Operations raise and lower the draw spans to allow the passage of ships and other river traffic. They also perform very minor preventative maintenance. Both of these groups work closely with Bridge Engineering on a wide variety of projects and issues.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Preventative Maintenance tasks completed	1,807	1,750	1,800	1,750		
Outcome	Percentage of Preventative Maintenance tasks completed	96.0%	95.0%	95.0%	95.0%		
Outcome	Successful Bridge Openings	99%	99%	99%	99%		

## **Performance Measures Descriptions**

Preventative maintenance tasks help keep the bridges working properly and avoid the need for expensive capital rehabilitation projects. The percent of preventative maintenance tasks completed compared to the total scheduled measures the ability to control the work required to keep the bridges operating. Goal is 95%. The percent of successful drawbridge openings measures the ability of this group to provide access for river traffic. Goal is 99%.

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB 2041 Section 3a.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,299,384	\$0	\$2,132,209
Contractual Services	\$0	\$43,425	\$0	\$23,424
Materials & Supplies	\$0	\$303,950	\$0	\$347,950
Internal Services	\$0	\$543,912	\$0	\$539,800
Total GF/non-GF	\$0	\$3,190,671	\$0	\$3,043,383
Program Total:	\$3,190,671		\$3,04	3,383
Program FTE	0.00	23.00	0.00	22.00

Program Revenues				
Indirect for Dept. Admin	\$51,905	\$0	\$48,820	\$0
Intergovernmental	\$0	\$2,818,150	\$0	\$2,792,495
Other / Miscellaneous	\$0	\$5,000	\$0	\$5,000
Beginning Working Capital	\$0	\$367,521	\$0	\$245,888
Total Revenue	\$51,905	\$3,190,671	\$48,820	\$3,043,383

## **Explanation of Revenues**

Revenue for this program comes entirely from gas taxes and vehicle registrations that are collected by the state and distributed based on an intergovernmental agreement that specifies the amount to be allocated to Bridge Capital. These are dedicated funds and can only be used for Willamette River bridges.

Miscellaneous Revenue reflects fees received for Special Use Permits issued to parties using the bridges for event such as Portland Marathon - \$5,000.

#### **Significant Program Changes**

Last Year this program was: 91015 Bridge Maintenance and Operations

This program has reduced 1.0 FTE from FY2014. This was an Electrician position that was in the FY2014 budget to train a new electrician. The training period is complete so this additional position is no longer needed.



## Program #91016 - Bridge Engineering

4/16/2014

**Department:** Community Services **Program Contact:** Brian Vincent

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 91011, 91013, 91015, 91018, 91020

**Program Characteristics:** 

## **Executive Summary**

This program is entrusted with improving the safety and prolonging the life of the County's long term investment in its six Willamette River Bridges. The program also offers technical support to the Roads Division for 24 other Bridge Structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside and Broadway) and two fixed structures (Sellwood and Sauvie Island). Bridge Engineering works closely with Bridge Maintenance and Operations as well as Road Engineering on a variety of projects and issues.

## **Program Summary**

Bridge Engineering is comprised of engineers, engineering technicians and support personnel. They provide planning, engineering and construction project management for the preservation of structural, mechanical, electrical and corrosion protection (paint) systems of the County's bridges. Most design and construction work is performed by outside contractors with direction and oversight provided by Bridge Engineering personnel. Projects are identified and prioritized in the Transportation Capital Improvement Program to match available funds. Bridge Engineering works with other County, State and Federal agencies to secure funding from State and Federal sources. The primary focus of Bridge Engineering is the six Willamette River Bridges, of which most are classified as historic structures and some are approaching 100 years in age. The four drawbridges are complex structures with complicated mechanical and electrical systems which allow them to be raised and lowered.

The Engineering Section is engaged in an extensive upgrade to the 20 year Capital Improvement Plan, with a completion date of November 2014. Additionally, design work has begun for the \$10M Broadway Paint project, the \$10.5M Broadway Rall Wheel Replacement project and the \$32.5M Burnside Miscellaneous Repairs project.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Dollar Value of Capital	\$1,303,514	\$4,302,143	\$2,674,393	16,058,000		
Outcome	Percent of project milestones met	100%	100%	100%	100%		

#### **Performance Measures Descriptions**

Dollar value of Capital Improvement includes County, State and Federal contributions. The percent of scheduled milestones met for all construction projects measures the ability to control workflow and provide completed projects to the public.

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB 2041 Section 3a.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,821,631	\$0	\$3,242,968
Contractual Services	\$0	\$255,000	\$0	\$305,000
Materials & Supplies	\$0	\$96,350	\$0	\$81,350
Internal Services	\$0	\$324,132	\$0	\$326,681
Capital Outlay	\$0	\$1,307,143	\$0	\$757,853
Total GF/non-GF	\$0	\$4,804,256	\$0	\$4,713,851
Program Total:	\$4,80	\$4,804,256		3,851
Program FTE	0.00	19.15	0.00	19.40

Program Revenues				
Indirect for Dept. Admin	\$18,765	\$0	\$21,010	\$0
Intergovernmental	\$0	\$975,585	\$0	\$886,175
Other / Miscellaneous	\$0	\$3,194,500	\$0	\$3,334,580
Beginning Working Capital	\$0	\$634,171	\$0	\$493,097
Total Revenue	\$18,765	\$4,804,256	\$21,010	\$4,713,852

#### **Explanation of Revenues**

Revenue for this program comes from gas taxes and vehicle registrations that are collected by the State and distributed based on an intergovernmental agreement that specifies the amount to be allocated to Bridge Capital. These are dedicated funds and can only be used for bridges. These funds are used to leverage Federal and State dollars to provide a greater benefit to the County.

Other/Miscellaneous revenue comes from reimbursements to Bridge Engineering for work performed by other projects and programs. The largest component is the Sellwood Bridge Project which represents \$3,325,000.

## **Significant Program Changes**

Last Year this program was: 91016 Bridge Engineering

This program has increased by 0.25 FTE due to assignment of a Director's Office employee to the Sellwood Bridge Project.



#### Program #91017 - Sellwood Replacement Project

4/16/2014

Department:Community ServicesProgram Contact:Ian CannonProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 91011, 91016, 91018

**Program Characteristics:** 

#### **Executive Summary**

The Sellwood Bridge has deteriorated after approximately 88 years of service. The bridge has been weight-limited to 10 tons since 2005. TriMet buses and most trucks are excluded from the bridge. Bicycle and pedestrian facilities are very narrow. Approximately 30,000 vehicles cross the narrow two lane bridge each day. This program is replacing the existing bridge with a modern multi-modal facility. Significant progress has been made on the construction. This program offer represents the effort required in FY2015.

## **Program Summary**

The program is the overall work effort to replace the Sellwood Bridge in Southeast Portland. The scope of the project includes a new three-span steel deck arch bridge with shoulders and sidewalks, a new grade separated interchange at Oregon 43, improved trail connections at both ends, and environmental mitigation for project impacts. It includes the design, right of way, and construction phases of the project. The estimated total cost of the project including design, right of way, and construction will be \$307.5 million. Completion is expected by November 2016.

Significant progress has been made on the construction. The existing bridge truss has been relocated to serve as a detour bridge. Condominium reconstruction, landslide stabilization, Stephen's Creek Culvert, work bridges, and in-river drilled shafts are complete. Construction continues on utility relocation, in-river bridge piers, other foundations, structural steel fabrication, and retaining walls.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of the new bridge construction complete	0%	50%	51%	75%		
Outcome	Percent of project milestones met	0%	100%	100%	100%		

#### **Performance Measures Descriptions**

Construction of the new bridge will continue throughout FY 2015. We are expected to be approximately 75% complete with the new bridge by the end of the fiscal year. The percent of scheduled milestones met for all construction projects measure the ability to control workflow and serve completed projects to the public on time.

Multnomah County is required to maintain the Sellwood Bridge in accordance with; State Law; ORS 382.305 through 382.425, MB 2041 subsection 3a and HB2001 and the 1984 IGA with the City of Portland as amended in 1989.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$8,043,333	\$0	\$4,748,437
Materials & Supplies	\$0	\$289,503	\$0	\$253,003
Internal Services	\$0	\$12,987,676	\$0	\$13,150,847
Capital Outlay	\$0	\$121,244,137	\$0	\$99,417,177
Total GF/non-GF	\$0	\$142,564,649	\$0	\$117,569,464
Program Total:	\$142,564,649		\$117,5	69,464
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$10,830,177	\$0	\$10,830,117
Intergovernmental	\$0	\$75,554,403	\$0	\$36,218,521
Interest	\$0	\$155,331	\$0	\$100,000
Beginning Working Capital	\$0	\$56,024,738	\$0	\$70,420,826
Total Revenue	\$0	\$142,564,649	\$0	\$117,569,464

## **Explanation of Revenues**

Beginning Working Capital: \$70.4 million TIGER III Federal Grant: \$1.2 million

State Appropriation for Interchange work - \$15.0 million City of Portland project contribution - \$20.0 million County vehicle registration fee revenue - \$10.8 million

Interest earnings - \$100K

## Significant Program Changes

Last Year this program was: 91017 Sellwood Replacement Project

No significant program changes are expected in FY2015



#### Program #91018 - Transportation Capital

4/16/2014

**Department:** Community Services **Program Contact:** Karen Schilling

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 91013, 91016, 91020

**Program Characteristics:** 

#### **Executive Summary**

The Transportation Capital program represents payments to contractors for capital improvement projects on County-owned Willamette River bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island) and County road infrastructure including bicycle, pedestrian facilities and culverts. The purpose of this program is to maintain and enhance the existing transportation system by identifying needs, prioritizing projects and securing funding to construct projects.

## **Program Summary**

Current capital needs are identified in the Transportation Capital Improvement Plan that outlines needed Road and Bridge improvements for the next 20 years. The Transportation Capital Program prioritizes the projects and schedules projects to match available and new funds projected for a 5-year period. Capital improvements are relatively high dollar projects to rehabilitate, improve, or replace when needed, transportation infrastructure assets such as roads and bridges. This program represents County and other fund sources that pass through the County, to make capital improvements on County owned bridges, roads, bicycle/pedestrian facilities and culverts.

This program is dependent upon Bridge Engineering and Roadway Engineering programs to provide County labor, to plan and oversee the design and construction associated with capital projects. Projects are identified, prioritized and scheduled in the Transportation Capital Improvement Program (CIP) to match available funds. This program is approved by the Board of County Commissioners. Transportation staff pursue outside sources of funding through grants and collaborative agreements for these projects. The County's transportation infrastructure assets are valued in excess of \$1.7 billion dollars, thus we deem it very important to protect these assets. Many factors contribute to the constant degradation of the transportation infrastructure which demands constant effort to maintain the current status.

Recent CIP updates include equity and health criteria for rating and ranking roadway, bike and pedestrian projects. In the coming years, similar criteria will be considered for bridge and culvert projects. The major transportation capital projects included in the FY2015 budget are the Sellwood Bridge replacement (program offer 91017), Broadway Bridge Paint and Rall Wheels and Burnside Bridge Miscellaneous Repairs. Other roadway projects are scheduled in East County and include bike and pedestrian improvements to Arata Road and freight mobility improvements to a section of Sandy Boulevard.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Dollar value of capital improvements	\$7,758,303	\$9,454,000	\$2,482,014	\$9,970,410			
Outcome	Percent of cost growth	0%	0%	0%	0%			

#### **Performance Measures Descriptions**

Dollar value of capital improvements includes all County funds spent, regardless of source. The percentage of cost growth compares the total construction cost at the beginning of the fiscal year to the total construction cost estimate at the end of the fiscal year for major projects. This measures the ability to control cost growth during construction. FY2014 estimate and FY2015 offer do not include any Morrison Repair work.

This program is mandated by Federal Regulation CFR Title 33 which covers the responsibilities of drawbridge owners; ORS 366.744 and ORS 382.305-382.425 specifically addresses the Willamette River Bridges; ORS 366.514 addresses the Bike and Pedestrian Program; ORS 368 addresses the Road Capital Program, and revenue sharing agreements with the cities of Portland, Gresham, Fairview and Troutdale.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$5,387,500	\$0	\$303,222
Internal Services	\$0	\$535,006	\$0	\$481,716
Capital Outlay	\$0	\$9,454,000	\$0	\$10,920,410
Unappropriated & Contingency	\$0	\$409,575	\$0	\$406,800
Total GF/non-GF	\$0	\$15,786,081	\$0	\$12,112,148
Program Total:	\$15,786,081		\$12,112,148	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$10,021	\$0	\$9,052	\$0
Intergovernmental	\$0	\$15,325,506	\$0	\$9,312,445
Interest	\$0	\$1,800	\$0	\$1,800
Beginning Working Capital	\$0	\$408,775	\$0	\$2,497,903
Service Charges	\$0	\$50,000	\$0	\$300,000
Total Revenue	\$10,021	\$15,786,081	\$9,052	\$12,112,148

#### **Explanation of Revenues**

Revenues come from dedicated Transportation Funds for construction, repair, maintenance and operation of County roads, bridges and bicycle/pedestrian facilities. Capital projects in this program receive allocations from State Motor Vehicle revenues (i.e., state gas tax, vehicle registration fees, weight/mile tax), County gasoline tax, County vehicle registration fees, permits, development charges, State and Federal grants, and intergovernmental agreements. Revenues from payment in lieu of construction funds account for \$300,000 in this fiscal year.

#### **Significant Program Changes**

Last Year this program was: 91018 Transportation Capital



#### Program #91020 - Transportation Planning

4/16/2014

**Department:** Community Services **Program Contact:** Karen Schilling

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 91013, 91016, 91018, 91021

**Program Characteristics:** 

### **Executive Summary**

Transportation Planning develops and implements strategies to improve all modes of transportation at the regional and local levels including reviewing transportation impacts of proposed new development; preparing the County's Capital Improvement Plan and Program (CIPP); identifying and securing funding for capital, maintenance and preservation of the County's transportation system; and advocating for transportation policies that support Multnomah County's health and social services mission.

## **Program Summary**

Transportation Planning creates a transportation system that allows for accessibility and mobility throughout the County and the region. Providing multiple transportation choices makes the region an attractive place to live by addressing a safe and efficient multi-modal transportation system compatible with land uses. An efficient transportation system provides the necessary regional infrastructure for the movement of goods and services, as well as reducing congestion and the cost of doing business. Lastly, the transportation system aids in the net annual job growth in Multnomah County and the region. Transportation Planning staff undertake planning, project development and funding of the County's transportation system and implement policies and programs that accomplish the objectives of the Capital Improvement Plan and Program (CIPP). To accomplish this, staff provide expertise to the County's road and bridge engineering, maintenance and operations; maintain the transportation capital program; and manage the bicycle and pedestrian (active transportation) and Safe Routes to School programs. The Safe Routes to School program increases accessibility and safety for students walking and bicycling to school. Working with the Troutdale Elementary School, the program resulted in over 50% more students walking or cycling to school in its second year of operation. In addition, the grant the County received paid for the creation of a video on pedestrian safety. Our partnership efforts with the Health Department and Office of Sustainability aligns County efforts to accomplish multiple program objectives, including the Community Wellness and Prevention Plan (CWPP) and the Climate Action Plan (CAP).

Transportation staff represents the County in regional and local transportation planning forums providing technical and policy expertise on transportation equity, active transportation, and greenhouse gas reduction. They also provide staff support for local transportation system planning and development in the cities of Fairview, Troutdale, Wood Village and Gresham, and in urban pocket areas in the City of Portland. Staff develop, analyze and advocate for regional and economic stability and growth. Transportation Planning is directly engaged in regional, state and federal decision-making on transportation funding that affects the County's ability to achieve many of its interdepartmental goals as well as capital improvements. Efforts over the past year resulted in \$7.5M for County transportation projects and an additional \$15.2M for other transportation projects in East County.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of development proposals reviewed	110	120	120	120			
Outcome	Percentage approved with transportation evaluations and findings	100%	92%	95%	93%			
Efficiency	Average review time in days	8	9	9	9			

## **Performance Measures Descriptions**

A primary function of transportation planning is the timely review of development applications for land owners/developers. Two measurements used are the number of development proposals reviewed and the average number of days to review. The percent of proposals approved with transportation impact assessment and findings, and the percent of development applications approved with transportation conditions are indicators of the amount of effort required to process the applications and the effectiveness of the process.

Transportation Planning operates under mandates from several statutes and administrative rules including ORS 368 and 371, OAR 66 Division 12, the Federal Clean Water Act and the Americans with Disabilities Act (ADA). Funding for Transportation Planning comes primarily from the County's share of State vehicle registration fees and state and local gas tax that may only be used for the County's roads and bridges. Our responsibilities include State-mandated transportation system planning including bicycle and pedestrian modes, capital improvement programming and compliance with ADA and Congestion Management/Air Quality.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$382,337	\$0	\$384,090
Contractual Services	\$0	\$9,000	\$0	\$9,000
Materials & Supplies	\$0	\$8,445	\$0	\$7,900
Internal Services	\$0	\$60,368	\$0	\$54,566
Total GF/non-GF	\$0	\$460,150	\$0	\$455,556
Program Total:	\$460	,150	\$455	i,556
Program FTE	0.00	3.40	0.00	3.40

Program Revenues				
Indirect for Dept. Admin	\$8,622	\$0	\$8,541	\$0
Intergovernmental	\$0	\$460,150	\$0	\$455,556
Total Revenue	\$8,622	\$460,150	\$8,541	\$455,556

## **Explanation of Revenues**

Funding for the Transportation Planning Program comes from the dedicated Transportation Fund. The Transportation Fund is based on gas tax and vehicle registration fees that do not keep pace with inflation. This hampers the County's ability to preserve and maintain our existing facilities and undertake new transportation projects. Transportation Planning's efforts over the next year will be directed at leveraging our limited resources by securing additional funds to address critical needs and maintain existing infrastructure.

#### Significant Program Changes

Last Year this program was: 91020 Transportation Planning



#### Program #91021 - Land Use Planning

4/16/2014

Department: Community Services Program Contact: Karen Schilling

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 91020, 91027

**Program Characteristics:** 

## **Executive Summary**

Land Use Planning guides thoughtful development while preserving and protecting open spaces, natural resources, scenic views, wildlife, forests, and farmlands through implementation of the County's zoning code and comprehensive plan. The program provides current and long range planning as well as code compliance for the rural areas of Multnomah County. The planning program plays an important and active role at the state and regional level to ensure adopted codes, plans and policies comply with state requirements while ensuring preservation and protection of the County's rural character.

## **Program Summary**

Multnomah County is a unique and highly sought after location to live, work, and recreate because the area offers vast open spaces, natural and scenic resources, forests, and farmland. Land use planning develops and implements codes and policies to preserve the rural character by preventing urban sprawl and to ensuring that future development will continue to contribute to the attractive environment that makes Multnomah County a special place to live, work and recreate. The focus of the long range planning section is to create, revise, and adopt plans, policies, and zoning codes in a uniform thoughtful and sensitive manner to ensure that development is consistent with the rural character of the County. The Sauvie Island/Multnomah Channel Rural Area Plan update that is underway is engaging citizens in the development of the plan and policies to ensure that the adopted Plan best reflects the values, goals, and vision of the community and will guide future development in the same manner.

Planning staff also play a key role in the coordination with regional partners, such as Metro, to ensure the County's vision and values continue to be achieved. Policies and plans addressing the urban areas within the Urban Growth Boundary are equally important in helping the County achieve the goals of the rural areas.

The current planning section provides assistance to property owners, neighbors, developers, realtors and other agencies with the land use process to objectively, consistently and fairly apply the County's development standards and procedures. Staff explain land use rules, review land use and building applications for compliance with applicable laws, and problem solve complex land use issues with applicants.

The code compliance program responds to possible land use and transportation right-of-way complaints through a voluntary compliance based program. The focus of this program is education and compliance to successfully resolve potential issues. This is accomplished by working with property owners to voluntarily resolve land use and transportation right-of-way conflicts without the use of penalties or fines whenever possible.

The Planning program is currently in the process of implementing a Solid Waste and Recycling Management program. This program will license service providers in the unincorporated areas of the County for solid waste, recyclable materials and provide outreach materials. This program is being implemented to comply with applicable State and local regulations.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of land use/compliance inquiries	8,823	8,000	8,400	8,400	
Outcome	Number of land use/compliance actions taken	429	475	450	450	
Quality	% of compliance cases resolved voluntarily	97%	100%	100%	100%	
Efficiency	% of land use decisions made in 120 days	83%	90%	90%	90%	

#### **Performance Measures Descriptions**

The output measure includes calls received and responded to, walk-in customers assisted, and enforcement complaints logged. The outcome measure captures preliminary meetings held, land use reviews issued, zoning sign-offs completed, and enforcement cases closed within the fiscal year. Our quality goal is 100% voluntary compliance for complaints closed. Our efficiency goal is to issue final decisions within 120 days of when they are made complete, notwithstanding that state law allows counties 150 days.

Multnomah County must adopt a Comprehensive Land Use Plan that meets Statewide Planning Goals, including enacting implementing regulations as provided under ORS 92, 195, 196,197, 215 and 390. The County regulates land uses in the National Scenic Area in accordance with federal law. These land use laws mandate the County review all development within its jurisdiction, distinguish between types of development and the level of review required, prescribe extensive procedures the County must follow to ensure due process and set out a timeframe within which land use reviews must be completed. The County must update its codes to comply with new laws adopted each legislative session or when the Gorge Commission revises its rules. The County must appoint a Planning Director and employ staff necessary to carry out these responsibilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$936,503	\$0	\$945,689	\$0
Contractual Services	\$72,960	\$41,037	\$74,530	\$41,037
Materials & Supplies	\$29,033	\$0	\$26,327	\$0
Internal Services	\$228,420	\$0	\$247,986	\$0
Total GF/non-GF	\$1,266,916	\$41,037	\$1,294,532	\$41,037
Program Total:	\$1,307,953		\$1,33	5,569
Program FTE	8.20	0.00	8.20	0.00

Program Revenues					
Fees, Permits & Charges	\$122,600	\$6,037	\$140,000	\$6,037	
Intergovernmental	\$0	\$35,000	\$30,000	\$35,000	
Total Revenue	\$122,600	\$41,037	\$170,000	\$41,037	

## **Explanation of Revenues**

Land Use Planning historically receives a maximum of \$35,000 from the State to assist with implementing the land use rules in the National Scenic Area (NSA). These funds are reimbursed to the County at the end of each fiscal year based on the amount of time staff spends processing permits and resolving compliance issues in the NSA. Historically we spend almost double the amount that we receive in reimbursements.

Fees are set and collected for land use permits. We estimate \$140,000 in revenues from land use permit fees in FY2015. Planning also receives a small stipend from the Forest Service known as 1% Payments. The funding is intended to be a replacement for the property taxes the counties would have otherwise received had the US not acquired the land. It is estimated that we will receive \$6,037 in FY2015.

Metro will reimburse the County \$30,000 in FY2015 for staff time to develop and implement the Solid Waste Program.

## **Significant Program Changes**

Last Year this program was: 91021 Land Use Planning

Starting in mid-FY14, the Planning Program assumed responsibility for implementing a licensing program of Solid Waste and Recyclable Haulers in the rural unincorporated areas of the County. The cost of the program should be covered by the licensing fees. However, we have added the responsibilities without additional staff resources. This is not a land use action and it will be implemented through our code compliance staff resources. It is estimated that this work will require .25 FTE for the required licensing and outreach.



## Program #91022 - City Supplemental Payments

4/16/2014

 Department:
 Community Services
 Program Contact:
 Tom Hansell

Program Offer Type: Existing Operating Program Program

Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Beginning in 1984 the County entered into intergovernmental revenue sharing agreements with the Cities of Portland, Gresham, Troutdale and Fairview, whereby dedicated County road funds receipts are transferred as county roads are annexed. The supplemental payments executed by this program offer, fulfill the funding requirements of these agreements as it pertains to County road funds.

## **Program Summary**

These agreements require the county to transfer prescribed revenue amounts the County receives from the County gas tax and state highway funding. For Cities of Troutdale and Fairview the supplemental payment formula is adjusted annually based on the Consumer Price Index – Urban Index for the Portland metropolitan area. The Cities of Portland and Gresham the supplemental payment formula is adjusted based on actual receipts collected by the County.

Planned FY 2015 Payments:

- City of Fairview \$12,640
- City of Troutdale \$15,585
- City of Gresham \$3,576,575
- City of Portland \$26,250,000

Between 1984 and 2013 the County has transferred 606 miles of roads to Cities.

This program offer does not deliver any County services and is submitted for the provision of a supplemental payment to the cities. The agreements remain subject to future appropriations by any future Board of County Commissioners or City Councils. The formulas in these agreements were intended to remain permanent unless amended by mutual agreement

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome		0	0	0	0	

#### **Performance Measures Descriptions**

The County road funds are transferred to the Cities where the county road funds are commingled into their transportation operating budgets. The agreements do not require the City to communicate how County funds were to be used. The Cities prescribed allowed use of these funds are defined under ORS 366 which requires funds only be used for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, streets and the administration thereof.

Funding obligations are prescribed in the city/county agreements

## **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$28,968,590	\$0	\$29,854,799
Internal Services	\$0	\$260,718	\$0	\$264,194
Total GF/non-GF	\$0	\$29,229,308	\$0	\$30,118,993
Program Total:	\$29,229,308		\$30,118,993	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$86,906	\$0	\$88,065	\$0
Intergovernmental	\$0	\$22,129,308	\$0	\$23,318,993
Taxes	\$0	\$7,100,000	\$0	\$6,800,000
Total Revenue	\$86,906	\$29,229,308	\$88,065	\$30,118,993

## **Explanation of Revenues**

Monies transferred to the Cities originate from State Highway Money and County Gas Tax received by Multnomah County

## Significant Program Changes

Last Year this program was: 91022 City Supplemental Payments

No significant program changes are expected in FY 2015



## Program #91026 - Upgraded Ballot Tally System

4/16/2014

**Department:** Community Services

Innovative/New Program Program Offer Stage: As Proposed

Poloted Programs: 01000

Program Characteristics: One-Time-Only Request

Related Programs: 91008

## **Executive Summary**

**Program Offer Type:** 

One-time-only request for the replacement of the ballot tally machines and ballot tally system software for Elections.

**Program Contact:** 

Tim Scott

## **Program Summary**

Multnomah County's optical scan tally machines (ES&S M650) and software have been in use since 2003. The 650s continue to count ballots accurately but due to their age have a high rate of mechanical failure and require almost hourly cleaning and maintenance during peak use. The 650s also have a very low rate of throughput at about 1,000 ballots per hour for 17 inch ballots and about 2,000 ballots per hour for 14 inch ballots. Elections currently owns six 650s but during large election cycles, rents three additional 650's to ensure that ballots can be counted in a timely fashion despite significant downtime due to mechanical failure. ES&S is no longer updating hardware, software or firmware for the system so there is no possibility of upgrades to our current system.

Since 2003, the industry has been moving away from optical scan in favor of digital imaging. Digital imaging technology has several advantages over optical scan including greater throughput and a digitally captured image of every paper ballot. New systems can process ballots eight times faster than the County's current system.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	% of tally machines installed and tested	NA	NA	NA	100%	
Outcome	Tested number of ballots per hour per machine (17" ballot)	NA	NA	NA	TBD	
Efficiency	Percentage improvement in ballots per hour	NA	NA	NA	TBD	

## **Performance Measures Descriptions**

Measure 1 - % of new tally machines to be purchased, installed and tested

Measure 2 - Number of ballots that can be tallied by system per hour per machine

Measure 3 - Percentage improvement in ballots per hour from the old tally system to the new tally system

No legal/contractual obligations associated with this program offer.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Capital Outlay	\$0	\$0	\$500,000	\$0
Total GF/non-GF	\$0	\$0	\$500,000	\$0
Program Total:	\$	\$0 \$500,		,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

## **Explanation of Revenues**

No revenue associated with this program offer.

# Significant Program Changes

## Last Year this program was:

This is a new one time only program offer.



#### Program #91027 - Land Use Comprehensive Plan Update

4/16/2014

**Department:** Community Services **Program Contact:** Karen Schilling

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 91020, 91021

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

This program offer provides for an update to the County's Comprehensive Plan which identifies land use and transportation planning goals, policies and strategies to protect natural resources and guide development within the unincorporated portions of the County. This program offer is for the first year of a two year process. The total cost of the update is estimated to be \$1,072,000 (\$586,000 in FY2015 and \$486,000 in FY2016).

#### **Program Summary**

State law requires each county in Oregon to adopt a Comprehensive Plan consistent with statewide planning goals. Multnomah County's Comprehensive Plan Policy 1(F) indicates that the Plan will be updated every five years beginning September, 1977. Although the Comprehensive Plan has been subject to focused updates in the 1980s and 1990s, a high level re-evaluation of the goals, policies, strategies and structure has not occurred since original adoption in the 1970s. Equally important is that the Program's focus has evolved from urban to rural planning over the last 40 years. However, many of the urban focused plan policies have not been removed sending a confused message about the County's services. Four individual Rural Area Plans were created between 1996 and 2002 to tailor land use planning policies to the individual community level. The four Rural Area Plans are components of the county's Comprehensive Framework Plan and are also in need of update which is currently in progress for only one of the four plans (the Sauvie Island / Multnomah Channel Rural Area Plan). Maintaining these individual Rural Area Plans has proven inefficient over time and the added value to each community is questionable. This program offer will re-incorporate policies and strategies in each of the Rural Area Plans and associated Transportation System Plans back into one combined Comprehensive Framework Plan document reinforcing the fact that Multnomah County serves the entire rural community equitably.

Over time, the Multnomah County Code has also been separated into different chapters each addressing development regulations for a specific rural plan area. The result of this approach has been repetitive regulations which are more difficult for citizens to navigate and understand and more time consuming for staff to maintain. This program offer also includes combining individual chapters of community development codes to streamline and simplify the land use process. Approval of this program offer will demonstrate that the County supports community engagement, permitting efficiencies and recognizes the need to maintain the fundamental planning tools required to successfully protect, preserve and enhance the county's rural community for the next 20 years.

This work represented in this program offer will be performed by a consulting firm, the equivalent of two limited duration County employees and additional support equivalent to one FTE.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of outreach activities conducted	0	0	0	10			
Outcome	Completion of the Updated Comprehensive Framework Plan	0	0	0	50%			

#### **Performance Measures Descriptions**

#### **Legal / Contractual Obligation**

The Land Use and Transportation Planning Program complies with Federal, State and local laws, supports the values of the Board of County Commissioners and meets the evolving needs of the community by adopting and implementing clear and effective land use and transportation planning policies and regulations. These policies and regulations provide the required venue for public participation and a degree of predictability to neighbors and developers.

This program offer will require a professional services contract with a firm to help guide public outreach and development of policy and regulation amendments.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$0	\$336,000
Contractual Services	\$0	\$0	\$0	\$250,000
Total GF/non-GF	\$0	\$0	\$0	\$586,000
Program Total:	\$0		\$586	5,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was:



#### Program #91028 - Upgrade Street Lights on Two Bridges to LED

4/16/2014

Department:Community ServicesProgram Contact:Ian CannonProgram Offer Type:Innovative/New ProgramProgram Offer Stage:As Proposed

**Related Programs:** 91015, 91016, 91018 **Program Characteristics:** One-Time-Only Request

#### **Executive Summary**

The Willamette River Bridges have hundreds of street lights that enhance user safety during dark hours. Many of the fixtures are old and less energy efficient and less reliable than current lights. This program offer replaces the inefficient fixtures on the Morrison and Hawthorne Bridges and approach structures with new energy efficient LED fixtures. This will yield lower energy costs, lower maintenance costs, and improved safety for users. Work will be completed within FY2015.

#### **Program Summary**

The new LED fixtures use 40 to 50 percent less electricity than the existing street lights, resulting in approximately \$22,000 annual electricity savings (\$11,000 on each bridge).

The bulbs last four to five times longer, reducing the number of bulbs that must be replaced annually and reducing the labor to replace the bulbs, which generates additional annual savings of \$19,600 (\$9,800 per bridge). In addition, fewer lane closures will be necessary, resulting in improved traffic flow, safer traffic flow, and less hazard to employees.

The LED fixtures generate a whiter light than the existing high pressure sodium bulbs which improves nighttime visibility, enhances safety, and improves the user experience.

Work will be completed using County forces.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of fixtures replaced	0	0	0	218	
Outcome	Measure energy consumption savings	0	0	0	40%	

#### **Performance Measures Descriptions**

This program's success will be determined by the number of fixtures installed. We expect to replace every fixture on the Hawthorne and Morrison bridges, 218 in total, within FY2015. An additional metric is to determine the difference in energy consumed before and after installation, with an assumed savings of 40%.

#### **Legal / Contractual Obligation**

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB 2041 Section 3a.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$60,000
Materials & Supplies	\$0	\$0	\$0	\$110,000
Internal Services	\$0	\$0	\$0	\$4,521
Total GF/non-GF	\$0	\$0	\$0	\$174,521
Program Total:	\$	\$0		l,521
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$2,145	\$0
Financing Sources	\$0	\$0	\$0	\$174,521
Total Revenue	\$0	\$0	\$2,145	\$174,521

#### **Explanation of Revenues**

Revenue for this program offer will come entirely from the Asset Replacement Revolving Fund. This fund will be replenished as the return of investment is recognized.

#### Significant Program Changes

Last Year this program was:



#### Program #91030 - Veterinary Services

4/16/2014

**Department:** Community Services **Program Contact:** Mike Oswald

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 91005, 91006, 91007

**Program Characteristics:** 

#### **Executive Summary**

This Program Offer would fund essential seven-day-a-week veterinary services for shelter animals and establish a sustainable veterinary services "safety net" for homeless and low income eligible pet owners. Our current staffing level enables us to provide full veterinary services four days a week. On the other three days of the week, we employee relief veterinarians to provide essential health care and spay/neuter surgeries. This Program Offer would fund a veterinary team consisting of one veterinarian and one certified veterinary technician.

#### **Program Summary**

The Animal Services division's veterinary team provides essential health care, 365 days a year, for the entire shelter population; performs spay/neuter surgeries for shelter animals, and serves low income pet owners with subsidized spay/neuter surgeries and additional medical procedures. In FY2013 the division cared for 7,745 shelter animals in our small – yet mighty - American Animal Hospital Association accredited, full-service veterinary medical hospital at the shelter. The veterinary program is staffed with one full-time veterinarian and three full-time certified veterinary technicians.

Each year the division's veterinary medical program performs approximately 2,300 spay/neuter surgeries at the shelter,of which nearly 30% were for pets owned by low income pet owners. Our current regular staffing levels enable us to provide full veterinary services four days a week;on the other days, we employee relief veterinarians to provide essential health care and spay/neuter surgeries. Our regular staff performed 1,314 surgeries and the relief veterinary team performed 986. Funding for the relief veterinary team is from private donations which are an unsustainable due to their unpredictability.

Current medical staffing levels can cause delays in scheduling surgery, and extend the stay of animals at the shelter. Delays mean that adopted animals must stay at the shelter waiting for surgery, occupying kennel space for other animals in need. Certified Vet Tech staff regularly run into overtime to complete exams and treatments.

This program would fund an additional full-time licensed veterinarian and a full-time certified veterinary technician. These personnel additions would enable the division to:

- 1. Provide sustainable, high standards of health care for all shelter animals seven-day-a-week.
- 2. Reduce waiting times for spay/neuter surgeries which results in adopted animals going home sooner to their owners.
- 3. Sustain the number of days medical and safety net veterinary services are available to low income pet owners.
- 4. Reduce overtime for Certified Vet Techs
- 5. Reallocate donation funds for complex medical cases that are outsourced to veterinary specialist.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Co-pay Revenue collected	na	na	na	\$5,000		
Outcome	Low Income Pet Owners Served	na	na	na	1,000		

#### **Performance Measures Descriptions**

Low Income Pet Owners Served is a measure of the number of spay/neuter surgeries performed for pets owned by low income pet owners. Co-pay revenue is a measure of the funds collected from pet owners for spay/neuter services.

#### **Legal / Contractual Obligation**

ORS 609.010 to 609.190 pertains to Animal Control mandates. Includes: Dogs running at large prohibited; Potentially Dangerous and Dangerous Dogs regulations; Dogs as Public Nuisance prohibited; Impoundment and shelter requirements for violations; Dog License requirements; Impoundment of Dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 to 433.390 pertains to Rabies Control - includes: requirement to report animal bites; impoundment, quarantine and disposition requirements; inoculations against rabies requirements; records requirements; and requirement for all fees to go to the County dog control fund.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$197,316	\$0
Total GF/non-GF	\$0	\$0	\$197,316	\$0
Program Total:	\$0		\$197	<b>7,316</b>
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was:

This is a new Program



### Program #91031 - Pedestrian Crossing

4/16/2014

Department: Community Services Program Contact: Brian Vincent

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 91013, 91020

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

County major roadways are severely deficient in Pedestrian Crossing points. Previous roadway designs focused on vehicle transit and managed pedestrian crossings predominantly only at intersections. Pedestrians tend to cross at points other than intersections due to the long distances between those intersections. Installation of mid-block crossings can improve pedestrian safety, especially near high-use corridors like shopping centers and schools.

#### **Program Summary**

For this initiative, we will purchase and install two Rapid Rectangular Flashing Beacons (RRFB) systems at locations to be determined jointly by County Transportation Staff and the Multnomah County Pedestrian Citizens Advisory Committee. Prime locations are on County's major roadways in East County (examples; NE Halsey St, NE 242nd Ave, NE 257th Ave, NE Glisan St). These RRFBs are the current trend in improving pedestrian safety and have been shown to be highly effective at increasing driver awareness of pedestrian crossing activity and reducing collisions with pedestrians.

Locations anticipated as part of this are:

- 1. NE Halsey at NE 236th Ave (Wood Village). This area serves transit connection and a hotel.
- 2. NE Halsey at NE 243rd Ave (Wood Village). This area serves transit connection, a local school and a city park.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of signal systems installed	0	0	0	2			
Outcome	Driver compliance for stopping at activated signal	0	0	0	80%			

#### **Performance Measures Descriptions**

Installation of the signals will impart a safer crossing condtion at the locations identified. To test the efficacy of that installation, several filed surveys will be conducted to determine oveall % of driver compliance. Ideally 100%, ultimately it is a driver behavior that cannot be managed 100%.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$0	\$40,000	\$0
Total GF/non-GF	\$0	\$0	\$40,000	\$0
Program Total:	\$0		\$40	000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

## **Significant Program Changes**

Last Year this program was:

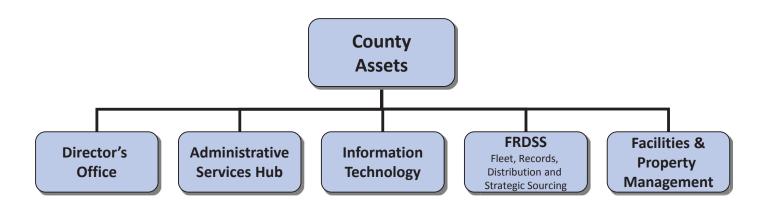
## Department Overview

The Department of County Assets (DCA) plans for, acquires, and manages County assets. DCA coordinates the use of the tools and infrastructure that County employees and programs need to provide community services efficiently and effectively. Major programs in the department include:

- Facilities and Property Management, managing over three million square feet of general office, library, court, jail, probation, shop, clinic, and other types of specialized space owned or leased by the County in over 130 locations, and the Facilities Capital programs.
- Information Technology, providing telecommunications, network, and hardware infrastructure support, as well as managing over 5,500 PCs, laptops, and tablets, 114 network circuits, and over 300 business applications used by County employees and business partners.
- Fleet, Motor Pool, Records, Distribution, and Strategic Sourcing, providing countywide services in all of these specialized service areas.
- Administrative Services Hub, providing human resources, procurement, contracting, finance, budget, rate-setting, capital planning, accounts payable, and other administrative services to DCA, the Department of County Management, and the Nondepartmental agencies and offices.

DCA continually evaluates opportunities to implement best practices, integrate service delivery, streamline and improve internal accounting functions, and significantly re-think County business tools and processes. The long-range goals for DCA are driven by the County's efforts to focus scarce financial resources on the delivery of direct services, and include:

- Creating financial accountability and inventory control for County assets;
- Streamlining business processes and implementing best practices for asset portfolio management; and
- Providing cost-effective, customer-focused infrastructure and business services.



## Budget Overview

The Department of County Assets (DCA) has an FY 2015 budget of \$232.0 million, a \$43.5 million increase from the FY 2014 Adopted Budget. Only \$0.4 million of this increase is in the General Fund with \$6.1 million proposed for FY 2105. The remainder includes \$35.8 million in the budget for a new Downtown Courthouse and \$3.9 million in the budget for the new Downtown Health Department Headquarters.

DCA's Capital funds are restructured in FY 2015 to increase transparency in budgeting major construction projects and to delineate Library capital projects with the formation of the new Library District:

- Two new funds, Downtown Courthouse Construction (2510) and Health Department Headquarters Construction (2500) have been carved out of Asset Preservation (2509).
- The new fund Library Construction (2506) for Library capital projects includes reassigned funds from both Asset Preservation (2509) and Capital Improvement (2507).

The following program offers in the FY 2015 budget include items funded with one-time-only General Fund cash transfers into Internal Service Funds:

- Facilities Capital Improvement Program (78006): \$1.0 million for construction of the Downtown Health Department Headquarters
- Facilities Downtown Courthouse (78013): \$2.3 million
- Columbia River Boathouse and Portage Building (78014): \$100,000
- Animal Services Renovation (78015): \$700,000
- IT Continuity of Operations (78017): \$600,000
- IT Network Convergence (78018B): \$1.1 million

Budget Trends*	FY 2013	FY 2014	FY 2014	FY 2015	
		Current	Adopted	Proposed	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	307.97	312.90	311.15	320.95	9.80
Personnel Services	\$35,280,173	\$39,056,007	\$41,104,019	\$42,984,385	\$1,880,366
Contractual Services	16,141,702	16,270,507	18,126,112	17,907,403	(218,709)
Materials & Supplies	39,654,262	41,904,107	48,265,956	46,965,660	(1,300,296)
Capital Outlay	2,102,272	1,382,875	78,049,509	121,459,749	43,410,240
Debt Service	<u>20</u>	<u>45</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$93,178,430	\$98,613,540	\$185,545,596	\$229,317,198	\$43,771,602

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain contingencies, transfers, and unappropriated balances.

# Successes and Challenges

A number of strategic projects were initiated and/or completed in FY 2014 in support of DCA's long-term goals, including:

- Initiation of Phase II of the Facilities Strategic Plan, an extensive Countywide assessment of the County's building portfolio and future needs performed in collaboration with County programs.
- Successful implementation of the Network Convergence project with over 50% of County employees converted and significant progress toward completing the transition to Voice Over IP (VoIP) by the end of FY 2015.
- Implementation of the Countywide budget system for use in the FY 2015 budget process.
- Successful completion of the fleet maintenance pilot and initiation
  of an IGA with the City of Portland's CityFleet organization to provide
  Countywide fleet maintenance services in FY 2015 utilizing the County's
  Yeon facility.

Other important projects in process include:

- Planning for a new Downtown Courthouse
- Planning and design for the construction of the County's new Health
- Department Headquarters in partnership with Home Forward
- Planning for the redevelopment of the Hansen facility
- Strategic Sourcing efforts to modernize the County's fleet

In all of these projects, DCA considers the County's values and industry best practices. For example, the County's recently-completed East County Courthouse is a LEED Gold-certified building with the data center using onsite well water for primary cooling and providing heat from the servers to heat the building. Our partnership with CityFleet will bring best practices in fleet maintenance and operations to the County. Strategic Sourcing is a procurement best practice that enables the County to implement its values of sustainability and supporting the local economy while potentially improving commodity pricing, streamlining processes and/or minimizing risks.

#### Key challenges include:

- Effectively managing change. New technologies and streamlined business processes are less effective when employees are not prepared to use them. Ongoing leadership, training, and communication are necessary maximize the value proposition.
- Focusing on high priority projects. Implementing the highest priorities and providing appropriate oversight and project management ensures project success. DCA is working toward consistent governance and project management practices across all DCA projects.
- Recruiting and retaining excellent employees, continuing to focus on best practices to retain existing staff and recruit new, diverse staff to fill vacancies.

# Diversity and Equity

DCA supports diversity and equity goals through its policies, its mission, vision, and values, and participation in diversity and equity initiatives. DCA is represented on the Equity Council and trains Equity Lens facilitators. DCA is identifying new ways to recruit, analyze adverse hiring decision impacts, and integrate diversity and equity into its culture. DCA's management team attends Executive Learning Series diversity trainings and senior managers utilized the Equity Lens to evaluate FPM and IT projects in FY 2014. In FY 2015, employees will attend the County's new Equity Lens training.

DCA participates in the Summer Youth Intern Program and the College to County Mentorship Program providing opportunities for county youth to be introduced to county job opportunities. The IT Division sponsors iUrban Teen Tech summits to introduce at-risk youth to careers in information technology.

DCA works with Minority, Women, and Emerging Small Business (MWESB) communities and agencies in its procurements to ensure collaboration, solicitation, and partnership with MWESB contractors, vendors, and suppliers to meet the annual division goal of 98% participation in contracts and/or procurements. FPM promotes the MWESB program through the Good Faith Effort Program by making subcontractors aware of County construction projects to allow ample time to provide bids to prime contractors and ensure diverse construction contracting opportunities.

In FY 2015, DCA will apply the Equity Lens to the recruitment process, the strategic sourcing process and to the Phase II Facilities Asset Strategic Planning process.

# Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$649,377	\$0	\$649,377	2.00
Facilities and Property Management	0	163,523,517	163,523,517	94.25
Information Technology	0	52,528,015	52,528,015	169.35
Fleet, Records Distribution, and Strategic Sourcing	474,148	9,816,770	10,290,919	16.45
Administrative Services Hub	4,961,154	<u>0</u>	4,961,154	38.90
Total County Assets	\$6,084,679	\$225,868,302	\$231,952,982	320.95

Includes cash transfers, contingencies, and unappropriated balances.

## Director's Office

The DCA Director's Office provides leadership, strategic direction, operational assessment, and accountability in oversight and management of County assets, including information technology, facilities and real property, fleet, records, distribution services, and strategic sourcing. The office works with all County departments and elected officials to establish priorities and guidelines for asset acquisition, maintenance, monitoring, replacement, and disposal.

Large capital projects will be a focus in FY 2015. The IT Division will focus on completing the Network Convergence, or VoIP, project and completing the implementation of the County's new budget system, Team Budget. Facilities and Property Management will move forward with planning for the Downtown Courthouse and with the design and engineering of the new Health Department Headquarters building, built in partnership with Home Forward. The County will enter into a service contract with the City of Portland's CityFleet organization for fleet maintenance and repair services, and fleet modernization activities will continue with the Strategic Sourcing plan for fleet vehicle replacements.

Administrative Services Hub teams will continue to streamline services and add value in financial management and reporting. The Human Resources team will further develop strategies and tactics for sourcing and recruiting talented, diverse individuals to fill existing vacancies and prepare for the future.

# Significant Changes

There are no significant changes planned for the Director's Office in FY 2015.

## fy2015 proposed budget

# Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of more than 3 million square feet of owned and leased space in 131 buildings geographically dispersed throughout the County. The FPM mission is to proactively plan, operate, and manage all County properties in a safe, accessible, effective, and efficient manner.

While buildings are our business, people are our purpose. We strive to provide innovative, sustainable, and affordable workplace solutions to enable all County programs to deliver effective services to the public. In addition to serving our clients' specific needs, FPM has a broader vision of building thriving communities and promoting stewardship of the taxpayers' assets. FPM supports environmental sustainability and energy efficiency through ongoing energy conservation projects, leadership in County recycling initiatives, sustainable procurement processes, and Green Building construction practices. Our commitment to supporting local businesses and promoting diversity and equity is demonstrated by our use of MWESB and QRF firms for contracted services.

In FY 2014, FPM initiated Phase II of the Facilities Asset Strategic Plan (5-25 years) to analyze the future modernization of our owned and/or leased facility portfolio. Associated with this work is a rate analysis based on current expenses, projected needs, and recent audits. The Equity Lens will be used in this analysis.

# Significant Changes

Beginning in FY 2014, and continuing for the next few years, FPM is focusing on developing and implementing a disposition and investment strategy to replace aging and/or under-performing properties. This effort includes major new building construction, redevelopment of disadvantageous sites, and the disposition of unoccupied facilities. In order to address the additional workload, while improving internal processes (recommended in the 2013 Project Management and Deferred Maintenance Audits), FPM is reorganizing, creating new work units and new positions. The costs for new personnel are offset in FY 2015 by reducing operational and capital investments in properties slated for disposition. Changes include:

- Reorganization of the Director's Office and the creation of a new Facilities
   Engineering section to create capacity for major new construction and
   modernization projects spanning the next 5 to 10 years.
- Initiation of key large projects including plans for a new Downtown Courthouse, a new Health Department Headquarters, and the evaluation of the redevelopment of the Hansen facility.
- Implementation of process improvement measures including improved project management practices, a new approach to moves-adds-changes, and the evaluation of technology enhancements to produce greater project transparency and efficiency.

# Information Technology

The Information Technology Division's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the information they need, any time, any place. IT has worked hard to define a mission and vision that focus on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision guide the development and implementation of the County's FY 2015 IT initiatives. This solid framework empowers IT employees to solve County business challenges by focusing on priority projects and by embracing new technologies to provide enhanced service and reduce costs.

The IT Division manages more than 5,500 PCs and laptops, 448 virtual servers, 31 physical servers, 125 network circuits, and approximately 300 business applications. IT staff support a wide array of business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use and planning, library, jail management, and community justice. In addition, IT staff support the County's public facing web presence as well as an intranet for staff. County employees using these systems are located in 96 different sites across the county, and the technologies required are as diverse as are the lines of business.

# Significant Changes

Significant changes for FY 2015 include the substantial completion of the following major projects:

- Network Convergence (Voice Over IP). To complete the majority of the project on an accelerated time frame, the IT budget includes a one time only request of \$1.13 million (Program Offer 78036).
- Countywide budget system (TeamBudget). The system is being utilized for the first time in FY 2014 for the FY 2015 budget process with enhancements scheduled into FY 2015.
- Mobile Device Management system. The completion of enrollment for all existing County-owned devices is scheduled for FY 2015. Enrollment of new devices was initiated in FY 2014.

The IT Budget also includes a one time only request of \$600,000 to fund two projects designed to increase IT capacity to accommodate alternate work locations and telework capabilities in an emergency event where Continuity of Operation Plans are activated (see program offer 78016).

In addition, IT will continue to work closely with Health Share Oregon to implement changes required by health care transformation initiatives.

# Fleet, Records, Distribution and Strategic Sourcing

Fleet, Records, and Distribution Services provide operational support services to all County departments and agencies.

- Fleet Services, maintaining and managing over 700 vehicles of various types, including four all-electric vehicles added to the fleet in FY 2012.
- Records and Archive Management, developing and maintaining record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.
- Distribution Services, providing pick and delivery of mail, supplies and medical lab tests, processing and metering of US Mail, US Mail training and consultation, and management of mail services contracts.

The County's Strategic Sourcing program focuses on the holistic approach to the selection and sourcing of goods and services. This occurs through the development, implementation, oversight and direct delivery of key strategic sourcing practices across the County, providing strategy, leadership, expertise, and analytical information to County departments. The County's first two strategic sourcing-based contracts were renegotiated in FY 2014.

# Significant Changes

#### Significant changes for FY 2015 include:

- In FY 2014, DCA entered into an agreement with the City of Portland to
  pilot the County's use of the City's award winning Fleet Maintenance
  program, CityFleet. As a result of this pilot, for FY 2015, the County expects
  to extend the services being offered by CityFleet to include providing
  fleet maintenance services for the County's entire fleet of vehicles and
  equipment. Services will be available at CityFleet locations and at the
  County's Yeon facility.
- In FY 2015, new technology is planned for both Records and Archive Management and Distribution Services. Outdated records management software and mail sorting hardware will be replaced, respectively.

# Administrative Hub

The DCA Administrative Hub provides human resources (HR), procurement, contracting, finance, budget, internal service rate-setting, capital planning, accounts payable, travel and training arrangements, and other administrative services to over 600 County employees in DCA, DCM, and Non-departmental agencies and offices. The functional areas supported include:

- Human Resources and Administration, providing HR services that include strategic planning, recruiting, investigations, performance management, and HR transaction processing. Administrative services include front desk reception, supplies ordering, and timekeeping.
- Procurement and contracting, providing contracting and procurement for commercial services, construction, leases, software, maintenance and repair, and architectural and engineering contracts. This includes contract development, negotiation, risk assessment and management, supplier/ vendor management, and ongoing contract administration.
- Budget and Planning, providing budget, rate-setting, and capital planning services. Activities include Countywide rate analysis and creation, budget development, budget management and oversight, capital planning, and on-going analysis.
- Finance, providing accounts payable and accounts receivable transaction processing, grant accounting, and travel and training arrangements.

# Significant Changes

The Administrative Services Hub continues to develop and implement business process improvements that include:

- In conjunction with Central Accounts Payable, the Finance Team is working with the County's utility providers to streamline and automate the payment process for County utility bills.
- The Human Resources Team is developing and implementing improvements to the recruiting process, including in FY 2014, the DCA YouTube Channel featuring videos that spotlight what it is like to work for the County's IT organization and the tech initiatives that are underway. The DCA You Tube Channel can be found at http://www.youtube.com/user/MultcoDCA. The HR team is broadening our social media outreach campaign via LinkedIn and Twitter (@MultcoltJobs) aimed at marketing our clients' job opportunities.
- The Procurement and Contracting Team is standardizing contract development across DCA divisions, and implementing and refining advanced contract development and negotiation techniques.
- The Administrative Services Hub teams are evaluating activities and tasks that can be shared among work teams, maximizing economies of scale and aligning processes across functions.

Department of County Assets

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE		
Director's Office							
78000	DCA Director's Office	\$649,377	\$0	\$649,377	2.00		
Facilities & F	Property Management						
78001	Facilities Director's Office	0	3,347,106	3,347,106	6.25		
78002	Facilities Debt Service and Capital Fee Pass Through	0	6,076,621	6,076,621	0.00		
78003	Facilities Operations and Maintenance	0	6,788,600	6,788,600	54.00		
78004	Facilities Property Management	0	6,677,651	6,677,651	11.00		
78005	Facilities Capital Operation Costs	0	1,326,766	1,326,766	9.00		
78006	Facilities Capital Improvement Program	0	66,267,980	66,267,980	0.00		
78007	Facilities Capital Asset Preservation Program	0	9,684,000	9,684,000	0.00		
78008	Facilities Building Materials and Services	0	5,929,163	5,929,163	0.00		
78009	Facilities Utilities Pass Through	0	5,900,000	5,900,000	0.00		
78010	Facilities Lease Management	0	5,990,692	5,990,692	2.00		
78011	Facilities Strategic Planning and Projects	0	1,525,919	1,525,919	8.00		
78012	Facilities Construction Management and Design	0	714,419	714,419	4.00		
78013	Facilities Downtown Courthouse	0	42,494,600	42,494,600	0.00		
78014	Columbia River Boat House and Portage Building	0	100,000	100,000	0.00		
78015	Animal Services Renovation	0	700,000	700,000	0.00		
Information	Technology						
78017	IT Continuity of Operations	0	600,000	600,000	0.00		
78018A	IT Innovation & Investment Projects	0	5,231,275	5,231,275	0.00		
78018B	IT Network Convergence	0	1,139,000	1,139,000	0.00		
78019	IT Planning, Projects & Portfolio Management	0	1,929,877	1,929,877	12.00		
78021	IT Help Desk Services	0	864,044	864,044	7.30		
78022	IT Telecommunications Services	0	2,814,831	2,814,831	5.50		

# fy2015 **proposed** budget

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE			
Information	Information Technology (cont.)							
78023	IT Mobile Device Expense Management	0	1,060,329	1,060,329	1.00			
78024	IT Network Services	0	4,266,860	4,266,860	11.50			
78025	IT Desktop Services	0	2,974,349	2,974,349	22.60			
78026	IT Asset Replacement	0	2,865,572	2,865,572	0.00			
78027	IT Health & Human Services Application Services	0	3,483,886	3,483,886	19.80			
78028	IT Public Safety Application Services	0	2,858,061	2,858,061	17.00			
78029	IT General Government Application Services	0	1,107,812	1,107,812	6.00			
78030	IT Data & Reporting Services	0	2,538,046	2,538,046	12.00			
78031	IT SAP Application Services	0	2,307,227	2,307,227	10.00			
78032	IT Enterprise and Web Application Services	0	2,430,164	2,430,164	10.67			
78033	IT Library Application Services	0	214,479	214,479	1.33			
78034	IT Shared Operating Expenses	0	5,867,344	5,867,344	2.50			
78035	IT Data Center & Technical Services	0	4,000,983	4,000,983	20.25			
78037	Fleet Services	0	3,973,876	3,973,876	9.90			
Distribution,	Fleet, Records and Strategic Sourcing							
78038	Fleet Vehicle Replacement	0	6,512,926	6,512,926	0.00			
78039	Motor Pool	0	400,042	400,042	2.00			
78040	Distribution Services	0	2,000,236	2,000,236	6.85			
78041	Records Management	0	903,566	903,566	4.20			
78042	Countywide Strategic Sourcing	474,148	0	474,148	3.40			

# **County** Assets

# fy2015 **proposed** budget

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Administrati	ve Hub				
78044	Administrative Hub Budget & Planning	922,923	0	922,923	7.00
78045	Administrative Hub Procurement & Contracting	1,861,233	0	1,861,233	14.40
78046	Administrative Hub Finance	868,404	0	868,404	8.00
78047	Administrative Hub Human Resources	1,308,593	<u>0</u>	1,308,593	9.50
	Total County Assets	\$6,084,679	\$225,868,302	\$231,952,982	320.95

 ${\it Includes \ cash \ transfers, \ contingencies, \ and \ unappropriated \ balances.}$ 



Program #78000 - DCA Director's Office

4/16/2014

Department: County Assets Program Contact: Sherry Swackhamer

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including information technology, facilities and property management, fleet administration and maintenance, motorpool, records and archive management, distribution services, and the related functions. The Director's Office is also responsible for ensuring department-wide engagement in important county-wide initiatives including Diversity and Equity and the new Wellness Program.

#### **Program Summary**

The Department of County Assets (DCA) aligns the management of specific County assets including information technology, facilities and property management, fleet operations, records, and distribution services. The goals of DCA include managing physical assets and the associated costs to ensure that the County's limited resources are invested where they are needed most. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

The organization also includes an administrative services hub providing Human Resources and Administration, Procurement and Contracting, and Budget and Finance services. The hub provides these services to DCA, the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other non-departmental entities. The hub is designed to eliminate duplication of resources and streamline processes through economies of scale across these groups.

Additionally, the department includes the county-wide Strategic Sourcing initiative. Strategic Sourcing moves the county to an industry standard practice of commodity planning and sourcing with "just in time" purchasing and direct shipment of office supplies and similar commodities. A county-wide "Strategic Sourcing Council" provides county-wide governance and decision-making.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of Equity Lens project/process equaluations completed	0	0	0	3			
Outcome	Percent of employee performance evaluations completed on time.	0%	0%	0%	95%			

#### **Performance Measures Descriptions**

Output - Equity Lens will be used in the evaluation of at least 3 processes/projects (new measure). Outcome - Percent of performance evaluations completed on time (new measure).

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$497,844	\$0	\$391,235	\$0
Contractual Services	\$50,000	\$0	\$50,000	\$0
Materials & Supplies	\$9,500	\$0	\$25,646	\$0
Internal Services	\$22,433	\$0	\$182,496	\$0
Total GF/non-GF	\$579,777	\$0	\$649,377	\$0
Program Total:	\$579,777		\$649,377	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$579,777	\$0	\$646,932	\$0
Total Revenue	\$579,777	\$0	\$646,932	\$0

## **Explanation of Revenues**

Internal Service charges in the Facilities, Information Technology, Fleet, and Distribution funds support the Director's Office.

## **Significant Program Changes**

Last Year this program was: 78000 DCA Director's Office

No significant changes.



#### Program #78001 - Facilities Director's Office

4/16/2014

Department:County AssetsProgram Contact:Michael BowersProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Facilities Director's Office provides comprehensive strategic and operational guidance on real property and facilities to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities Division within the Department of County Assets, and helps ensure the proper operation and functioning of the County's 130+ buildings.

#### **Program Summary**

The Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities Division creates safe and cost effective work environments for County programs operating in a wide variety of types of facilities, from office space to jails to health clinics and libraries.

In addition to Facilities operations, the Director's Office oversees the County's 5-Year Facilities Capital Improvement Program, and ensures that decisions made about County facilities are guided by Climate Action Plan goals (CAP 18-1, 18-2,18-4, 18-8, 18-9).

In 2012, the Facility Asset Strategic Plan (FASP) was completed. During FY 2013 and continuing in FY 2014, the Director's Office will play an integral role in developing and implementing a multi-year recapitalization strategy for aging County facilities, along with a rate analysis review.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Annual Employee Performance Reviews Completed	100%	100%	100%	100%		
Outcome	Sustainability goals integrated into project plans	95%	100%	100%	100%		

#### **Performance Measures Descriptions**

All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities.

FPM strategies and operations are a major component of the Climate Action goals. All facility plans include sustainability criteria that must be considered to achieve the County's Climate Action objectives.

#### **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$762,562	\$0	\$859,839
Contractual Services	\$0	\$105,000	\$0	\$120,000
Materials & Supplies	\$0	\$41,970	\$0	\$273,350
Internal Services	\$0	\$1,660,609	\$0	\$2,093,917
Total GF/non-GF	\$0	\$2,570,141	\$0	\$3,347,106
Program Total:	\$2,570,141		\$3,347,106	
Program FTE	0.00	4.50	0.00	6.25

Program Revenues				
Other / Miscellaneous	\$0	\$2,570,141	\$0	\$0
Total Revenue	\$0	\$2,570,141	\$0	\$0

#### **Explanation of Revenues**

This program receives internal service reimbursements from the County departments.

## **Significant Program Changes**

Last Year this program was: 78001 Facilities Director's Office

- 1 FTE moved from Facilities Property Management
- 2 FTEs moved from Facilities Operations and Maintenance



#### Program #78002 - Facilities Debt Service and Capital Fee Pass Through

4/16/2014

Department:County AssetsProgram Contact:Colleen BowlesProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on accurate occupancy data.

#### **Program Summary**

The Facilities & Property Management Division collects payments from departments for the following obligations: UPDATE Series 2004 Advance Refunding (\$54.2 million) - Full Faith & Credit

Series 2003 Refunding (\$9.6 million) - Full Faith & Credit

Series 2010A (\$9.8 million) - Full Faith & Credit

Sellwood Library 2002 (\$1.1 million) - Capital Lease

Sheriff's Office Warehouse 2010 (\$815,000) - Capital Lease

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include purchase of the Multnomah, McCoy, and Mead buildings, health clinic equipment and improvements, deferred capital maintenance, construction of the East County Courthouse, and various computer applications. All binding obligations were approved by the Board of County Commissioners.

FPM pays building debt service and capital cash transfers which are administratively "passed through" as an expense to County departments. Due to funding requirements by departments for Federal/State/Local grants these expenses are allocated back to the tenants either occupying or leasing the facility. This process equitably distributes costs between County departments and ensures that facilities costs for grant funded projects are appropriately charged to those grants and not subsidized by the County General Fund.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Complete annual allocations to departments	100%	100%	100%	100%			
Outcome	Complete building occupancy data for accurate allocations	100%	100%	100%	100%			

#### **Performance Measures Descriptions**

Facilities and Property Management ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.

#### **Legal / Contractual Obligation**

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Internal Services	\$0	\$5,449,771	\$0	\$5,419,771
Cash Transfers	\$0	\$604,310	\$0	\$656,850
Total GF/non-GF	\$0	\$6,054,081	\$0	\$6,076,621
Program Total:	\$6,054,081		\$6,07	6,621
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,054,081	\$0	\$5,419,771
Total Revenue	\$0	\$6,054,081	\$0	\$5,419,771

#### **Explanation of Revenues**

This program receives internal service reimbursements from the County departments that occupy space that has been purchased or improved with County-issued debt.

#### Significant Program Changes

Last Year this program was: 78002 Facilities Debt Service and Capital Fee Pass



#### **Program #78003 - Facilities Operations and Maintenance**

4/16/2014

Department:County AssetsProgram Contact:Colleen BowlesProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Facilities Operations and Maintenance (O&M) Program comprises a broad spectrum of services ensuring Multnomah County's 131 buildings are operating and functioning as designed and constructed, as well as, meeting the requirements of County programs and operations. These services are provided to operate, maintain and repair the mechanical. electrical and structural systems in all Multnomah County buildings which total over 3.1 million square feet. We are responsible for operations, services and projects that are regulated by multiple federal, state and local laws, codes and mandates.

#### **Program Summary**

The Facilities Operations and Maintenance program consists of 54 FTE in 8 trade groups who cover the 24/7, day-to-day activities necessary to maintain the County's 131 buildings and their respective systems/equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

- Reduces capital repairs;
- •Reduces unscheduled shutdowns and repairs;
- •Extends equipment and facility life to realize life-cycle cost savings;
- •Conserves energy and resources by optimizing the efficiency of equipment and systems (Climate Action Plan actions 18-4,18-8, and 18-9);
- Minimizes administrative costs while maximizing human resource capacity;
- •Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant and functional facilities that meet programmatic requirements;
- Maximizes occupant comfort; and
- •Maintains credible relations with clients by providing well-maintained facilities and information on planned maintenance activities.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	PM work orders schedule	50%	50%	60%	70%		
Outcome	Customer Satisfaction Rating	90%	90%	90%	90%		
Efficiency	Billable hours as a percentage of total available labor hours	70%	70%	70%	70%		
Outcome	Fire, Life, Safety Priority Work Orders (MC09's) completed on time	90	95	95	95		

#### **Performance Measures Descriptions**

The percentage of work orders completed/closed indicates the volume of work performed annually, currently approximately 26,000 work orders. This number varies primarily due to the amount of client requested work (e.g. office moves), but overall measures include analysis of hours and dollars allocated.

Customer service surveys are issued with each closed work order notification with a goal of 92% client satisfaction.

### **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$5,736,310	\$0	\$6,052,104
Contractual Services	\$0	\$22,033	\$0	\$12,000
Materials & Supplies	\$0	\$186,966	\$0	\$195,050
Internal Services	\$0	\$774,772	\$0	\$529,446
Total GF/non-GF	\$0	\$6,720,081	\$0	\$6,788,600
Program Total:	\$6,720,081		\$6,78	8,600
Program FTE	0.00	53.00	0.00	54.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$11,500
Other / Miscellaneous	\$0	\$6,494,775	\$0	\$848,712
Service Charges	\$0	\$225,306	\$0	\$177,972
Total Revenue	\$0	\$6,720,081	\$0	\$1,038,184

#### **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

#### **Significant Program Changes**

Last Year this program was: 78003 Facilities Operations and Maintenance

2 positions moved from Compliance unit into Facilities Director's Office



#### Program #78004 - Facilities Property Management

4/16/2014

Department:County AssetsProgram Contact:Michael BowersProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Facilities Property Management (FPM) program manages more than 3,000,000 square feet of County facilities space. The team of seven property managers serves as the liaison between County programs and the Facilities Division, coordinating all aspects of building management and activities to ensure the smooth operation of County programs. FPM intends to consolidate Moves-Adds-Changes function with this unit in FY 2015.

#### **Program Summary**

Property Managers ensure that all County building users have a single, visible, and accessible point of contact for facilities services. Each have direct oversight of their respective building portfolios, and are responsible for coordinating both routine building activities (such as janitor service, security, and window washing) and repair and/or maintenance projects with the programs operating in County buildings.

Property Managers are instrumental in coordinating sustainability activities such as recycling, managing energy and utility usage, and using sustainable cleaning products in buildings, thus supporting the County's Climate Action Plan. Finally, Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others.

The Moves-Adds-Changes (MACs) team plans and executes a significant number of personnel shifts in the County for each Department or Division that needs to grow or shrink a function; or to move from one facility into another location.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Public procurement compliance for contracted services	100%	100%	100%	100%			
Outcome	Customer Service Satisfaction Rating	90%	92%	90%	90%			

#### **Performance Measures Descriptions**

All procurement activities must be in compliance with statutory mandates and contracting rules.

Facilities customers are emailed a link for a Zoomerrang Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

#### **Legal / Contractual Obligation**

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who would otherwise not have gainful employment. Facilities has over \$7,000,000 in operational contracts, of which \$2.5M are QRF contracts.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,021,107	\$0	\$1,381,548
Contractual Services	\$0	\$4,132,382	\$0	\$4,885,790
Materials & Supplies	\$0	\$430,614	\$0	\$241,900
Internal Services	\$0	\$93,492	\$0	\$168,413
Total GF/non-GF	\$0	\$5,677,595	\$0	\$6,677,651
Program Total:	\$5,677,595		\$6,67	7,651
Program FTE	0.00	8.00	0.00	11.00

Program Revenues					
Fees, Permits & Charges	\$0	\$20,000	\$0	\$0	
Other / Miscellaneous	\$0	\$4,153,566	\$0	\$1,613,701	
Interest	\$0	\$30,000	\$0	\$0	
Beginning Working Capital	\$0	\$710,000	\$0	\$0	
Service Charges	\$0	\$764,029	\$0	\$0	
Total Revenue	\$0	\$5,677,595	\$0	\$1,613,701	

#### **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

### Significant Program Changes

Last Year this program was: 78004 Facilities Property Management

Add 1 new Program Manager 1

Moved 2 FTE into program from Capital Operations (MACs unit)

Moved 1 FTE into program from Strategic Planning and Projects (MACs unit)



#### Program #78005 - Facilities Capital Operation Costs

4/16/2014

**Department:** County Assets **Program Contact:** John Lindenthal

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs: 78006, 78007

**Program Characteristics:** 

#### **Executive Summary**

The Capital Program Section manages the County's long-term replacement plan for the major building systems in all County owned buildings. The program prioritizes required work within available resources and provides management and oversight of all the required construction, renovation and capital maintenance work in these buildings. The majority of the funding for this offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

#### **Program Summary**

The section provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building policies, and Minority Women Emerging Small Business (MWESB) policies. They incorporate sustainable practices in accordance with County policies and the Climate Action Plan. Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving service delivery programs' operations in association with capital improvements. The result are buildings that are usable and functional for their intended uses.

Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, etc.) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

The Capital Program Section is funded by the Capital Improvement Program (#78006) and the Asset Preservation (#78007) Program Offers. The section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Completed Projects -% of planned fiscal year projects to be completed. Prog Offers 78006A & 78007 combined.	58.8%	85.0%	85.0%	85.0%			
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%			
Quality	Provide monthly FM Capital Status report.	11	12	12	12			

#### **Performance Measures Descriptions**

The measures for completed projects and project management costs encompass both the Capital Improvement Program (CIP) and Asset Preservation (AP) program offers. The metric (output) for completed projects are those adopted standalone projects that are scheduled (planned) to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,643,439	\$0	\$1,246,530
Contractual Services	\$0	\$5,000	\$0	\$5,000
Materials & Supplies	\$0	\$39,408	\$0	\$35,300
Internal Services	\$0	\$125,154	\$0	\$39,935
Total GF/non-GF	\$0	\$1,813,001	\$0	\$1,326,766
Program Total:	\$1,81	\$1,813,001		6,766
Program FTE	0.00	13.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,813,001	\$0	\$1,604,641
Total Revenue	\$0	\$1,813,001	\$0	\$1,604,641

#### **Explanation of Revenues**

This program is funded through internal service reimbursements from departments and from the Capital Improvement and Asset Preservation Funds.

#### Significant Program Changes

Last Year this program was: 78005 Facilities Capital Operation Costs

Two existing Moves, Adds, and Changes (MAC's) project manager's are being moved to program offer #78004.

Two temporary positions are being added to allow for advance hiring for two planned retirements in FY15. The plan is to hire to allow a turnover and transition period six months in advance of the planned retirements.



#### Program #78006 - Facilities Capital Improvement Program

4/16/2014

Department:County AssetsProgram Contact:John LindenthalProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

Related Programs: 78007

**Program Characteristics:** 

#### **Executive Summary**

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III (substandard) buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities.

#### **Program Summary**

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 17 primary owned Tier II and III buildings. (Two buildings are Libraries)

A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities over a 10 year horizon.

The program allows Capital, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building.

The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The program is working on modifying the Facility Asset Management Evaluation (FAME) database into PULSE (Planned Useful Life - System Evaluation). The modified database is a better reflection of the County's business practices on capital improvements.

The Facilities Asset Strategic Plan (FASP) will also alter the projections on capital needs into the future. There is currently an identified capital need estimated at \$25,000,000 per year in fiscal years FY18-FY22. Efforts are underway County-wide to work on our building portfolio's recapitalization needs, which the current 8% annual CIP revenue increases are not adequate to address.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of Planned CIP Projects Completed	62.2%	85.0%	88.0%	85.0%		
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%		

### **Performance Measures Descriptions**

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances.

Health Dept Headquarters (HDHQ) agreement with Home Forward

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$4,000,000	\$0	\$0
Materials & Supplies	\$0	\$1,120,531	\$0	\$301,479
Internal Services	\$0	\$450,000	\$0	\$0
Capital Outlay	\$0	\$61,058,999	\$0	\$65,791,980
Cash Transfers	\$0	\$0	\$0	\$174,521
Total GF/non-GF	\$0	\$66,629,530	\$0	\$66,267,980
Program Total:	\$66,62	\$66,629,530		67,980
Program FTE	0.00	0.00	0.00	0.00

Program Revenues						
Other / Miscellaneous	\$0	\$30,322,511	\$0	\$31,899,480		
Financing Sources	\$0	\$15,700,755	\$0	\$21,012,500		
Interest	\$0	\$110,000	\$0	\$110,000		
Beginning Working Capital	\$0	\$20,000,000	\$0	\$28,384,600		
Service Charges	\$0	\$496,264	\$0	\$1,220,000		
Total Revenue	\$0	\$66,629,530	\$0	\$82,626,580		

#### **Explanation of Revenues**

50000 \$11,800,000 carryover of on going CIP Projects from FY14 Budget 50320 Cash Transfer \$4,869,000 carryover of Health Dept Headquarters budget from fund 2507 to fund 2510

50215 Other Capital Program Agreement ~ \$400,000 Tax Increment Financing/ \$26,900,000 Portland Development Commission Health Dept Headquarters

50236 \$37,500 IGA with Clackamas County for Jail Bed Rental / \$1,182,500 City of Portland for shared Capital project cost at Justice Center

50270 \$110,000 Interest earnings on fund 2507

50320 \$367,500 Cash Transfer CIP fee from Facilities fund 3505

50310 \$3,535,800 CIP fee from County clients / 50320 Cash Transfer \$1,063,680 CIP fee from Library District from fund 2507 to fund 2506

#### **Significant Program Changes**

Last Year this program was: 78006A Facilities Capital Improvement Fund

Capital Improvement Fund Significant Changes for FY15

The Library District Capital Fee for capital projects is now fund 2506 and segregated from county capital fund 2507 Health Department Headquarters project is now fund 2510 and segregated from county capital fund 2507



#### Program #78007 - Facilities Capital Asset Preservation Program

4/16/2014

**Department:** County Assets **Program Contact:** John Lindenthal

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs: 78006

**Program Characteristics:** 

#### **Executive Summary**

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings safe, reliable, functional and efficient.

#### **Program Summary**

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their program needs. The program focuses on the County's 34 primary owned Tier I buildings (13 are Libraries) and provides the funding to complete capital projects within these buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiency's, building operations and maintenance. The AP Program is managed via annual 5-year Capital Plans that focus on short-term requirements that are integrated with the long-term Facilities Asset Strategic Plan (FASP). The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings over three decades and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants, etc. to be invested based on priority, and optimizes return on investment.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Percent of Planned AP Projects Completed	50.0%	85.0%	85.0%	85.0%	
Outcome	Percent of Primary Owned Buildings rated as Tier 1	66.7%	66.7%	66.7%	66.7%	

#### **Performance Measures Descriptions**

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$2,000,000	\$0	\$2,500,000
Materials & Supplies	\$0	\$400,000	\$0	\$435,000
Capital Outlay	\$0	\$9,409,000	\$0	\$6,749,000
Total GF/non-GF	\$0	\$11,809,000	\$0	\$9,684,000
Program Total:	\$11,809,000		\$9,684,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,732,759	\$0	\$3,164,000
Financing Sources	\$0	\$541,201	\$0	\$289,350
Interest	\$0	\$35,040	\$0	\$30,000
Beginning Working Capital	\$0	\$7,500,000	\$0	\$6,200,650
Total Revenue	\$0	\$11,809,000	\$0	\$9,684,000

#### **Explanation of Revenues**

50000 \$6,600,000 carryover of ongoing Asset Preservation projects from FY14 budget \$1,295,000 carryover of ongoing Library projects from FY14 budget will be transferred to fund 2506

50270 Interest Earnings \$30,000

50310 Internal Services from County Depts for Asset Preservation fee \$3.75 psf \$3,164,000

50320 Cash Transfer Asset Preservation fee from Facilities fund 3505 \$290,000

#### Significant Program Changes

Last Year this program was: 78007 Facilities Capital Asset Preservation

The Library District Asset Preservation fee is now accounted for in Fund 2506. This moves 13 primary owned Tier 1 buildings out of fund 2509 and into fund 2506



### Program #78008 - Facilities Building Materials and Services

4/16/2014

Department:County AssetsProgram Contact:Colleen BowlesProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

Related Programs: 78003

**Program Characteristics:** 

#### **Executive Summary**

The Facilities Building Materials and Services program accounts for the procurement, contract administration and consumable inventory of supplies needed to support the County's portfolio of 131 buildings and 3.1 million square feet.

#### **Program Summary**

This program provides the materials and services that are required to both extend the resources of the in-house Operations & Maintenance (O&M) staff (PO #78003) and to provide County tradespeople with needed materials and supplies. Contract services are used for those functions or technologies that are needed part-time or intermittently. These contract services include the repair and maintenance of emergency generators, boilers, chillers, and plumbing. Building supplies include lumber, tools, mechanical parts, and consumables such as oil, fluids, filters and light bulbs in order to complete over 10,000 work orders annually.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Requirements contracts renewed/executed prior to expiration	0	0	0	80%			
Outcome	Savings in supply purchases through strategic sourcing initiatives	0	0	0	10%			

### Performance Measures Descriptions

Requirements contracts must be properly executed on time to avoid stoppages in work.

An important goal in FY 2015 is to align contracts and supply purchase with the strategic sourcing initiatives in order to foster strategic relationships and achieve savings through bulk purchase of just in time inventory ordering.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$1,829,282	\$0	\$1,170,268
Materials & Supplies	\$0	\$4,214,564	\$0	\$3,723,716
Internal Services	\$0	\$423,205	\$0	\$510,179
Unappropriated & Contingency	\$0	\$525,000	\$0	\$525,000
Total GF/non-GF	\$0	\$6,992,051	\$0	\$5,929,163
Program Total:	\$6,992,051		\$5,92	9,163
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$20,000
Other / Miscellaneous	\$0	\$5,677,061	\$0	\$18,331,044
Interest	\$0	\$0	\$0	\$25,000
Beginning Working Capital	\$0	\$1,314,990	\$0	\$774,150
Service Charges	\$0	\$0	\$0	\$2,932,955
Total Revenue	\$0	\$6,992,051	\$0	\$22,083,149

### **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

# Significant Program Changes

Last Year this program was: 78008 Facilities Building Materials and Services



### Program #78009 - Facilities Utilities Pass Through

4/16/2014

**Department:** County Assets **Program Contact:** Peggidy Yates

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs: 78011

**Program Characteristics:** 

#### **Executive Summary**

This program accounts for the energy and utility costs incurred in County facilities including electric, natural gas, water, sewer and waste/recycling for 80 County owned buildings. Expenses are passed through to County Departments as a building specific utility charge based on occupancy. Facility and Property Management's (FPM) Strategic Planning and Projects section monitors, evaluates and approves payment of all building utility expenses as an ongoing effort to increase operating efficiencies and reduce the financial impact on critical County programs and services.

#### **Program Summary**

FPM is continously evaluating energy and utility use across the County in order to maximize energy conservation and minimize the County's utility expenses. Utility expenses are charged to the building tenants that either occupy or lease space in County facilities.

Electric utilities constitute 53% of the utility expenses followed by water/sewer, natural gas and waste/refuse. Facilities continues to work with the Office of Sustainability to educate building occupants on the value of recycling and reducing waste going to the landfill. The Energy-Utility Specialist in the Strategic Planning and Project group will be working with the partners to not only address operating efficiencies but working with internal occupants around behaviors to reduce consumption. The existing waste/recycling contract expires in FY 2015 and Facilities will be assessing potential cost savings opportunities and soliciting for a new waste/recycling contract.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Energy Use Intensity (Energy use per square foot)	74	73	73	72	
Outcome	Percent change in utility costs.	-2.5%	-0%	-1%	-0.5%	

### **Performance Measures Descriptions**

Energy Utility Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency. Reducing consumption will help to offset utility rate increases in electricity, natural gas, water and waste management.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$6,000,000	\$0	\$5,900,000
Total GF/non-GF	\$0	\$6,000,000	\$0	\$5,900,000
Program Total:	\$6,000,000		\$5,90	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,000,000	\$0	\$5,365,328
Service Charges	\$0	\$0	\$0	\$534,672
Total Revenue	\$0	\$6,000,000	\$0	\$5,900,000

### **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

## **Significant Program Changes**

Last Year this program was: 78009 Facilities Utilities Pass Through



#### Program #78010 - Facilities Lease Management

4/16/2014

**Department:** County Assets **Program Contact:** Peggidy Yates

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The Lease Management team supplements the County's owned real estate portfolio with leased space to ensure departments can deliver programs and services effectively and efficiently to their clients. In addition, lease management is responsible for leasing excess County building space to external clients to reduce vacancy rates. These revenue leases supplement operations and maintenance expenses. The priority is to lease to outside entities that compliment existing County programs and services.

#### **Program Summary**

The Lease Management program is responsible for approximately 430,000 square feet, or 14%, of the County's portfolio. The Leasing Section works directly with departments to identify their space needs based upon existing and future program requirements, logistics, operating efficiencies, adjacency opportunities and schedules. Working strategically with Departments to assess future space needs, the staff identifies potential county owned space and leasing options. The team evaluates lease requirements and space needs three to five years in advance to strategically position the Departments' needs and the overall County portfolio.

In addition, working with the Departments in assessing options, Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest.

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also works with Departments to evaluate existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Renew critical expense and revenue leases in advance of termination.	100%	100%	100%	100%			
Outcome	Lease revenue and expenses align with annual budget projections.	98%	98%	98%	99%			

#### **Performance Measures Descriptions**

Annual lease administration enforcement is managed through the Facilities Lease Administration Database which tracks building data, property tax exemptions, lease expenses, lease rate adjustments, revenue reconciliation and lease renewal/termination dates. Assuring budget projections align with actual revenues and expenses ensure County program budgets reflect actual costs and decreases uncertainty.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$233,749	\$0	\$236,564
Contractual Services	\$0	\$10,000	\$0	\$7,000
Materials & Supplies	\$0	\$5,422,128	\$0	\$5,742,872
Internal Services	\$0	\$19,934	\$0	\$4,256
Total GF/non-GF	\$0	\$5,685,811	\$0	\$5,990,692
Program Total:	\$5,685,811		\$5,99	0,692
Program FTE	0.00	2.00	0.00	2.00

Program Revenues					
Other / Miscellaneous	\$0	\$3,859,413	\$0	\$5,950,368	
Service Charges	\$0	\$1,826,398	\$0	\$0	
Total Revenue	\$0	\$5,685,811	\$0	\$5,950,368	

### **Explanation of Revenues**

The existing revenue leases represent approximately 70,000 square feet and \$2 million in FY 2015. The revenue is applied against operating expenses to reduce Facility rates to County Departments.

## **Significant Program Changes**

Last Year this program was: 78010 Facilities Lease Management



### Program #78011 - Facilities Strategic Planning and Projects

4/16/2014

**Department:** County Assets **Program Contact:** Peggidy Yates

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Strategic Planning and Projects Section is responsible for developing, implementing, and assessing the Division's performance against the Facilities Asset Strategic Plan. The program evaluates and recommends strategic portfolio opportunities includings acquisitions, dispositions, major project development, energy efficiency measures and space utilization while maintaining the integrity of building data to ensure consistent assessment of the County's 3.1 million square foot portfolio.

#### **Program Summary**

The Facilities Strategic Planning and Project program includes the ongoing efforts relating to the Facilities Asset Strategic Plan (FASP); property disposition and acquisition; pre-development and evaluation of major portfolio projects; energy and utility strategy relating to operating costs and the Climate Action Plan and building data integrity. Phase II of the Facilities Strategic Planning effort supports the development of detailed Facility Assessments of a select number of County owned buildings.

The strategic section coordinates the overall county portfolio including the acquisition and disposition of County assets, planning major capital projects and long term space optimization. The strategic team members continues to focus on the Facility Asset Strategic Plan which is focused on balancing the Departmental needs against the portfolio capacity. A few of the efforts include the disposition of the Morrison Bridgehead, the critical planning of the Health Department Headquarters construction, planning for a new Downtown Courthouse, and the potential Hansen redevelopment.

The Building Data Management Center section is responsible for ensuring building data is accurate, complete and timely for owned and leased property as well as providing technical building data to clients and staff. This includes County building location, occupancy and emergency maps as well as critical building system data. In addition, this section is enhancing the Planned Useful Life System Evaluation (PULSE) data base for predicting life cycle investments. This data base will be enhanced with the electronic tagging of equipment to track warranty information, repair and routine maintenance for more accurate life cycle analysis information to support long term asset planning.

If it is determined that it is economically viable to enter into a long term Energy Service Performance Contract, the energy and utility section will be taking on the responsibility of managing the contract including capital expenditures, constructions efforts and performance monitoring.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	% complete of PULSE database for 900 key bldg systems in 45 County owned bldgs.	60%	98%	85%	98%			
Outcome	Disposition of surplus property completed.	1	2	1	4			
Outcome	Reduce County's carbon footprint from owned facilities by 2% annually (per Climate Action Plan).	(3.7%)	(2%)	(2%)	(2%)			

### **Performance Measures Descriptions**

PULSE extracts critical equipment information including installation dates and costs from SAP to quantify the current and future replacement dates and costs of key critical systems by building to support strategic planning, asset management, and capital planning. Dispositions of surplus and underutilized property is a function of long term portfolio management to reduce operating costs and invest proceeds into valuable assets. The reduction of carbon emissions supports the sustainability goals outlined in joint Multnomah County and City of Portland Climate Action Plan.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,089,540	\$0	\$1,146,111
Contractual Services	\$0	\$250,000	\$0	\$290,000
Materials & Supplies	\$0	\$68,361	\$0	\$59,700
Internal Services	\$0	\$104,698	\$0	\$30,108
Total GF/non-GF	\$0	\$1,512,599	\$0	\$1,525,919
Program Total:	\$1,512,599		\$1,52	5,919
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,112,599	\$0	\$0
Beginning Working Capital	\$0	\$400,000	\$0	\$0
Total Revenue	\$0	\$1,512,599	\$0	\$0

### **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

# **Significant Program Changes**

Last Year this program was: 78011 Facilities Strategic Planning and Projects

1 FTE moved to Property Management section to consolidate Move, Add, Changes (MACs) work



#### Program #78012 - Facilities Construction Management and Design

4/16/2014

**Department:** County Assets **Program Contact:** Michael Bowers

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Facilities Construction Management and Design program is responsible for supporting the goals, objectives and priorities of the County through the delivery of large scale facilities construction projects. These projects are critical to creating an efficient building portfolio that serve employee and public access needs while prudently investing taxpayer dollars.

#### **Program Summary**

The County envisions completing \$300 million to \$400 million of new facility construction, remodeling, redevelopment and recapitalization over the next decade. This program is responsible for real estate development, engineering design, construction, and project management for new construction and/or repair and alterations for complex, multi-use, public facilities.

The team of Professional Engineers is responsible for managing the planning, scheduling and coordination of major design and construction projects. This includes performing complex risk management, public process and other management functions. Integrating several disciplines into the design to achieve efficient building operations and maintenance is of utmost importance.

Key projects include the new Health Department Head Quarters to replace the McCoy Building and planning for a replacement facility for the Downtown Courthouse.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	5 Year Major Investment Plan complete	0	0	0	100%		
Outcome	RFP for new Court Facility	0	0	0	20%		

### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$0	\$625,669
Contractual Services	\$0	\$0	\$0	\$65,000
Materials & Supplies	\$0	\$0	\$0	\$9,000
Internal Services	\$0	\$0	\$0	\$14,750
Total GF/non-GF	\$0	\$0	\$0	\$714,419
Program Total:	\$0		\$714	,419
Program FTE	0.00	0.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$667,122
Total Revenue	\$0	\$0	\$0	\$667,122

## **Explanation of Revenues**

This program received internal service reimbursements from County departments and revenues from external leases or Intergovernmental Agreements.

## **Significant Program Changes**

### Last Year this program was:

This is a new program for FY 2015.



#### Program #78013 - Facilities Downtown Courthouse

4/16/2014

**Department:** County Assets **Program Contact:** Michael Bowers

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

The new Downtown Courthouse will replace the functionally obsolete 100 year old existing courthouse. The new courthouse will be based on the current standards in courthouse design and construction, energy efficiency as well as operational efficiency. The County will have a Business Case Analysis prepared and study the alternative of using a Public-Private-Partnership for delivery of the project.

#### **Program Summary**

The Multnomah County Downtown Courthouse is functionally obsolete and is in need of replacement. The County has hired the National Center for State Courts (NCSC) to perform a programming study to determine the appropriate size and operational structure for a new Downtown Courthouse. Partnerships BC has been hired by the County to perform a Business Case Analysis and evaluate the use of a Public-Private-Partnership as a possible delivery method.

Day CPM with HDR will act as the Owner's Representative and assist the County in delivering the project. This will include supporting NCSC on the programming, collaborating with Partnerships BC on the Business Case Analysis, site selection, and selection of a delivery method with accompanying preparation of procurement documents.

The programming study will be used to prepare a concept design of the new courthouse. The concept design will be tailored to site size and location. Site selection criteria will be prepared to allow for an evaluation of possible locations of a new Downtown Courthouse. Using the concept design, the County will prepare a Request for Interest from landowners to determine their interest in selling or trading land. Once sites have been shortlisted, the County will prepare a Phase 1 Environmental assessment and Phase II assessment on the preferred site.

A detailed cost estimate will be performed that includes construction and operation for a new Downtown Courthouse. The construction and operational cost estimates will be input into the financial model for the Business Case Analysis. The results of the Business Case Analysis will allow the County to choose a project delivery model. Procurement documents will be prepared for the design and construction of the new Downtown Courthouse.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Completion of Business Case Analysis	0	0	0	100%		
Outcome	Select site for purchase	0	0	0	90%		

#### **Performance Measures Descriptions**

The metric (output) is the Business Case Analysis will be 100% complete by the end of FY 2015. The site selection criteria will be 90% complete by the end of FY 2015.

**TBD** 

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$0	\$150,000
Contractual Services	\$0	\$0	\$0	\$2,150,000
Capital Outlay	\$0	\$0	\$0	\$40,194,600
Total GF/non-GF	\$0	\$0	\$0	\$42,494,600
Program Total:	\$0		\$42,49	94,600
Program FTE	0.00	0.00	0.00	0.00

Program Revenues						
Intergovernmental	\$0	\$0	\$0	\$15,000,000		
Financing Sources	\$0	\$0	\$0	\$27,494,600		
Total Revenue	\$0	\$0	\$0	\$42,494,600		

#### **Explanation of Revenues**

50320 \$\$915,000 cash transfer of FY13 \$1M budget from fund 2507 to fund 2500 new Downtown Courthouse project 50320 \$9,279,600 cash transfer of PDC funds for Hawthorne Bridge ramp move project from fund 2507 to fund 2500 new Downtown Courthouse project

50320 \$2,300,000 One Time Only Cash Transfer from County General Fund for new Downtown Courthouse project 50330 \$15,000,000 One Time Only Financing Proceeds as Match for State funds

50180 \$15,000,000 State of Oregon IG-OP-Direct St for purchase of property to site new Downtown Courthouse One Time Only Cash Transfers will be budgeted in the Overall County program offer, #95000.

#### Significant Program Changes

#### Last Year this program was:

The new Downtown Courthouse (DTCH) project was in fund 2507 in FY14. FY15 now uses fund 2500 to account for this project specifically.



### Program #78014 - Columbia River Boat House and Portage Building

4/16/2014

**Department:** County Assets **Program Contact:** Michael Bowers

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

### **Executive Summary**

This program offer requests one-time resources to plan for replacing an existing, poor condition Marine Building at Metro's Gleason facility that houses the Sheriff's Office Columbia River Patrol unit.

### **Program Summary**

The purpose is to renovate or replace the former Portage Marine Building at Metro's M. J. Gleason Marine Facility, located at 4141 Marine Drive, Portland, Oregon. This is a 3,250 square foot, single story flat-roofed, concrete tilt up building which has been deemed unsafe.

The County has an interest in upgrading or replacing the Building for use by the Sheriff's Office as a marine equipment maintenance shop in support of sustaining the needed Columbia River safety and security presence.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Meet 2030 Columbia River facility need.	0	0	0	100%	
Outcome	Design new facility in FY15.	0	0	0	90%	

### **Performance Measures Descriptions**

N/A

N/A

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Capital Outlay	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$0	\$0	\$100,000
Program Total:	\$0		\$100	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$100,000
Total Revenue	\$0	\$0	\$0	\$100,000

### **Explanation of Revenues**

50320 \$100,000 One Time Only Cash Transfer from County General Fund

### **Significant Program Changes**

### Last Year this program was:

This program offer did not exist in FY14. The purpose is to plan for renovating or replacing the former Portage Marine Building which has been deemed unsafe and is used by the Sheriff's Office as a marine equipment maintenance shop supporting the Columbia River safety and security presence.



#### Program #78015 - Animal Services Renovation

4/16/2014

**Department:** County Assets **Program Contact:** Peggidy Yates

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

Facilities and Property Management is requesting \$700,000 for the programming, design, construction, resulting reconfiguration and possible expansion of the County's Animal Services office operations. In addition, a portion of these funds may be spent to evaluate the potential opportunity to open a satellite adoption facility closer to the County's population center. The current facility is inadequate to meet the needs of the over 90,000 walk-in customers and the intake of approximately 8,000 animals annually.

### **Program Summary**

The Animal Services operation in Troutdale provides critical and unique public service to the Multnomah County community, including animal adoptions, licensing, business transactions, and call center operations. The Animal Shelter provides intake and shelter services, and provides health care to homeless, stray, sick and abused pets. Public space for the 90,000 walk in clients per year is currently limited to the main entry hall of the facility which is shared with volunteers, in-take of animals and critical overflow activities. The existing situation is extremely challenging for customers, as well as the over 250 volunteers and 50 staff that support the operation.

In addition to planning the renovation of the Troutdale location, a portion of these funds may be used to determine the economic feasiblity of a satellite location closer to the County's population center for pet adoptions as well as the Outreach and Fostering programs.

This one time only request is focused on providing increased, dedicated public space for employees, volunteers and clients to conduct business, interact with animals, provide training as required and make services more accessible to the community.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Plan/design facility modifications	0	0	0	90%		
Outcome	Meet projected 2025 space requirements	0	0	0	0		

#### **Performance Measures Descriptions**

N/A

### **Legal / Contractual Obligation**

Facilities and Property Management is obligated to work with the City of Troutdale for design review and all necessary permitting.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Capital Outlay	\$0	\$0	\$0	\$700,000
Total GF/non-GF	\$0	\$0	\$0	\$700,000
Program Total:	\$0		\$700	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$700,000
Total Revenue	\$0	\$0	\$0	\$700,000

### **Explanation of Revenues**

50320 \$700,000 One Time Only Cash Transfer from County General Fund.

### **Significant Program Changes**

### Last Year this program was:

This program offer did not exist in FY14 and will provide increased, dedicated public space for employees, volunteers and clients to conduct business, interact with animals and make services more accessible to the community.



### Program #78017 - IT Continuity of Operations

4/16/2014

**Department:** County Assets **Program Contact:** Rodney Chin

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

This program offer funds the Information Technology (IT) department's ability to support remote access from alternative work site locations. A recent Continuity of Operations Planning (COOP) exercise and an actual outage of multiple buildings identified the need for increased IT capabilities for mobility and remote access to applications from alternate work sites. Current licensing and system capacity is inadequate to support this requirement.

#### **Program Summary**

This program offer supports two projects designed to increase IT capacity to accommodate alternate work locations in an event where COOP plans are activated - 1) increasing capacity and redundancy for remote access to systems and applications, and 2) increasing wireless network capacity and redundancy. The result is a reduced risk of staff not being able to perform their essential functions from identified alternate work site locations.

Project 1: The remote access project will increase capacity and redundancy for Virtual Private Network (VPN) access from locations outside County facilities. Our current solution is almost 10 years old and was originally designed primarily for IT use with a planned user base of approximately 200 users. Since then, with teleworking options, staff mobility increasing, and the enhanced focus on COOP county-wide, the demand for VPN access continues to grow. This project will include analysis and replacement of the current VPN system to ensure COOP needs are addressed for large-scale remote access to County applications.

Project 2: For many of the same reasons, reliance on the County wireless network has grown significantly. IT has attempted to meet the demands by continuing to expand the wireless network to more County sites. This program offer's wireless expansion scope will increase County-wide wireless capacity in addition to providing redundancy of the wireless system to minimize disruptions to this critical IT service. Wi-Fi access will be expanded to selected County locations to support relocation and alternate work environments within the County. It will also increase hardware and licensing to provide fully redundant controllers for the wireless network.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Meets licensing requirements to support County access to VPN and wireless services.	0	0	0	100%			
Outcome	Provides VPN and wireless capacity and redundancy identified by the County's COOP plan.	0	0	0	99%			

### **Performance Measures Descriptions**

Output – This measure is designed to ensure VPN and wireless licensing meet the Continuity of Operations relocation requirements.

Outcome – This measure is designed to ensure VPN and wireless system capacity and redundancy meet the Continuity of Operations requirements.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$600,000
Total GF/non-GF	\$0	\$0	\$0	\$600,000
Program Total:	\$0		\$600	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$600,000
Total Revenue	\$0	\$0	\$0	\$600,000

## **Explanation of Revenues**

One time only general fund request.

# Significant Program Changes

Last Year this program was:

New Program



### Program #78018A - IT Innovation & Investment Projects

4/16/2014

Department:County AssetsProgram Contact:Tracey MasseyProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The IT Innovation and Investment offer provides funding and governance for the one-time-only portion of IT capital projects greater than \$75,000. These dollars are available to all departments, MCDA, & MCSO via an application & evaluation process that defines the criteria and governance for selecting and monitoring cross-departmental technology capital investment projects. The process was designed to ensure the County measures and receives value from these investments.

#### **Program Summary**

The County Operations Council functions as a county-wide IT advisory group to oversee the county's cross-departmental capital investments in technology. The program includes carryover dollars for 7 previously approved projects that either support the entire county or support Department specific initiatives including DCJ, DCM/HR, DCM/BO, DCA/Facilities.

Projects that are fully in process:

- -Network Convergence (Voice Over Internet Protocol has been implemented for about 50% of employees, full rollout across the County will continue through FY2015)
- -County-wide Budget System (TeamBudget system went live in FY2013 for use in the FY2014 budget cycle, however full implementation will continue in FY2014)
- -SAP Enhancements--eTimesheets, SRM Optimization, and Performance Management projects are underway
- -ERP Analysis and Recommendation project is in process
- -MHASD Evolv Optimization

Projects in evaluation/analysis:

- -DCJ Content Management
- -Facilities Asset/Portfolio Management-Phase 1 (FM Tracker Replacement)
- -Healthcare Transformation

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of projects monitored per monitoring process	100%	100%	100%	100%			
Outcome	Strategic reports shared with leaders improving transparency.	NA	NA	NA	12			

#### **Performance Measures Descriptions**

Output Measure - 100% of the funded projects will be monitored by Operations Council per the established monitoring rules.

Outcome Measure - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$328,720	\$0	\$817,330
Contractual Services	\$0	\$4,796,363	\$0	\$4,116,761
Materials & Supplies	\$0	\$1,418,884	\$0	\$70,000
Capital Outlay	\$0	\$1,068,312	\$0	\$227,184
Total GF/non-GF	\$0	\$7,612,279	\$0	\$5,231,275
Program Total:	\$7,612,279		\$5,231,275	
Program FTE	0.00	2.00	0.00	0.00

Program Revenues						
Financing Sources	\$0	\$1,500,000	\$0	\$0		
Beginning Working Capital	\$0	\$6,112,279	\$0	\$5,231,275		
Total Revenue	\$0	\$7,612,279	\$0	\$5,231,275		

## **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

## **Significant Program Changes**

Last Year this program was: 78013A IT Innovation & Investment Fund



#### Program #78018B - IT Network Convergence

4/16/2014

**Department:** County Assets **Program Contact:** Gary Wohlers

Program Offer Type: Internal Service Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

### **Executive Summary**

This program offer provides additional funding for the network convergence project (VoIP) for the necessary staffing and equipment to complete the upgrades and migration of the remaining 90 sites on an accelerated schedule, excluding the Courthouse, Hansen and Justice Center sites.

#### **Program Summary**

IT has successfully migrated the Multnomah, Lincoln, Multnomah County East, Mead and multiple Library buildings. During these upgrades, IT learned more about the complexity of the work along with the discovery of unplanned equipment and power upgrades required to convert a site. IT also identified that the team is not staffed at the appropriate level to implement a new system while trying to manage an old and a new system at the same time. To complete the work on an accelerated schedule, IT will temporarily increase the number of resources working on this effort and incorporate the lessons learned from the initial deployments to the remaining locations. The accelerated schedule will reduce the risks associated with the current schedule including the increased cost of maintaining two systems, the cost of the additional circuits to support two systems, and the increased risk of major system failures and outages running on an end-of-life, 30 year old phone system.

Excluding the Downtown Courthouse, the Hansen Building, and the Downtown Justice Center, IT has implemented 43% (2,000) of the total phones and 11% of the total locations (10 locations) to be converted. The three buildings that are excluded cannot be readily converted to VoIP due to the age of their infrastructure, thus they are being evaluated separately.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total planned phones to be converted to VoIP by June 2015.	0	0	0	2700		
Outcome	Total planned call centers to be converted to VoIP by June 2015.	0	0	0	26		
Outcome	Total locations to be converted to VoIP by June 2015.	0	0	0	80		

### **Performance Measures Descriptions**

These measures establish the target to complete the county's conversion to the new VoIP system by June 2015 excluding the Courthouse, Hansen and Justice Center buildings.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$422,800
Capital Outlay	\$0	\$0	\$0	\$716,200
Total GF/non-GF	\$0	\$0	\$0	\$1,139,000
Program Total:	\$0		\$1,13	9,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,139,000
Total Revenue	\$0	\$0	\$0	\$1,139,000

### **Explanation of Revenues**

This program will receive one-time resources from the County General Fund.

### **Significant Program Changes**

### Last Year this program was:

New program for additional funding for the voice over internet protocol Convergence project.



### Program #78019 - IT Planning, Projects & Portfolio Management

4/16/2014

Department: County Assets Program Contact: Tracey Massey

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The IT Planning, Projects, and Portfolio Management offer focuses on the processes, procedures, and tools necessary to support the successful management of strategic IT projects. The program also includes oversight of the Bond funded projects and Board approved projects, as well as ensuring project management standards and processes are in place across the Department of County Assets division of Information Technology.

### **Program Summary**

The program includes the staff responsible for developing and implementing industry standards for managing IT projects, especially high-risk capital projects. Skilled project managers provide the hands-on expertise needed to successfully manage risk and complete these projects. This program coordinates and manages the quarterly strategic planning and review process. The quarterly planning process ensures that the right resources are focused on the strategic IT projects within the County. The output from these meetings is shared with departmental leaders countywide. The program also includes contract/vendor/partner management for outsourcing and/or intergovernmental agreements, associated with strategic projects. In FY2013, the IT Project Portfolio consisted of 269 projects active during the course of the year and 236 of completed projects. The Planning, Projects, and Portfolio Management group maintains a Strategic Project Portfolio consisting of approximately 20 of the highest priority projects across the County.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Increased percentage of planned work for the PPPM team.	72%	80%	75%	75%			
Outcome	Strategic reports shared with leaders improving transparency.	4	4	4	4			

#### **Performance Measures Descriptions**

Output Measure - This measure is designed to ensure that project management staff are working on planned project work rather than administrative support. Planned project work is the primary focus of this program offer.

Outcome Measure - This measure is designed to ensure that information and data concerning strategic IT projects are consistently shared with County leadership. This measure helps provide transparency to the work of County IT.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,665,884	\$0	\$1,693,011
Contractual Services	\$0	\$65,000	\$0	\$60,000
Materials & Supplies	\$0	\$171,294	\$0	\$176,766
Internal Services	\$0	\$100	\$0	\$100
Total GF/non-GF	\$0	\$1,902,278	\$0	\$1,929,877
Program Total:	\$1,902,278		\$1,92	9,877
Program FTE	0.00	10.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,902,278	\$0	\$1,929,878
Total Revenue	\$0	\$1,902,278	\$0	\$1,929,878

## **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

## **Significant Program Changes**

Last Year this program was: 78015 IT Planning, Projects & Portfolio Management



#### Program #78021 - IT Help Desk Services

4/16/2014

Department:County AssetsProgram Contact:Dan GortonProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Help Desk program offer provides a single point of contact for computer system troubleshooting, information, mobile device support and technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Friendly and professional staff provide support, track service requests, answer questions, offer informal instruction, resolve problems or escalate them to other IT teams.

#### **Program Summary**

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 4,500 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. The Help Desk provides support of mobile devices in use by county staff. Mobile support includes setup and delivery of mobile phones, support while using county mobile devices and management of mobile phones in the county's mobile management tool. Services are provided 24x7, 365 days a year to ensure that customer needs are addressed in a timely manner to enable county employees to focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use, in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff provides support and help for internal IT functions such as the Applications, Desktop, Data Center, and Administration groups. The Help Desk averages 2,500 customer tickets per month. Of those tickets, an average of 61% are resolved at the Help Desk. The other 39%, that are not able to be resolved at the Help Desk, are escalated to Level 3 IT support for resolution.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of customer tickets	28,290	38,000	33,600	34,000		
Outcome	Abandonment rate	5%	5%	5%	5%		
Outcome	Calls resolved at the Help Desk	61%	65%	60%	60%		

### **Performance Measures Descriptions**

These measures are industry standards for Help Desk organizations.

Output Measure - Number of help desk tickets created based on calls from customers.

Outcome Measure - Abandonment rate = customer calls the Help Desk but then hangs up.

Outcome Measure - Calls Resolved at the Help Desk without requiring escalation.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$983,623	\$0	\$854,199
Contractual Services	\$0	\$60,000	\$0	\$0
Materials & Supplies	\$0	\$183,945	\$0	\$9,845
Total GF/non-GF	\$0	\$1,227,568	\$0	\$864,044
Program Total:	\$1,227,568		\$864	1,044
Program FTE	0.00	7.90	0.00	7.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,227,568	\$0	\$864,044
Total Revenue	\$0	\$1,227,568	\$0	\$864,044

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

## **Significant Program Changes**

Last Year this program was: 78017 IT Help Desk Services



#### Program #78022 - IT Telecommunications Services

4/16/2014

Department:County AssetsProgram Contact:Rodney ChinProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Telecommunications program manages all voice and video communication services for about 5,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners, and employees.

#### **Program Summary**

The County maintains an enterprise voice system that processes over 25,000 incoming calls and voice mails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including: wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. Telecom is responsible for supporting phones and applications for about 5,000 customers across 99 County locations. Telecom works closely with Departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all County call centers, such as the Mental Health Crisis line. Large projects coordinated by Telecom include office relocations, facilities provisioning, and remodeling. Telecom also manages the acquisition, configuration, and maintenance of 26 video conferencing units at 14 locations. These are used heavily by the State Courts, Department of Community Justice, and Public Defenders. Telecom is in the process of migrating to a new technology platform funded in program offers 78018A & B IT Network Convergence.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1			
Outcome	High priority incidents resolved within 12 hours	99%	98%	98%	98%			

#### **Performance Measures Descriptions**

Output Measure - High priority incidents are problems that cause service disruptions. This measure is designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority. Outcome Measure - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$693,919	\$0	\$784,689
Materials & Supplies	\$0	\$1,946,789	\$0	\$1,908,986
Internal Services	\$0	\$16,580	\$0	\$121,156
Total GF/non-GF	\$0	\$2,657,288	\$0	\$2,814,831
Program Total:	\$2,65	\$2,657,288		4,831
Program FTE	0.00	5.00	0.00	5.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,657,288	\$0	\$2,515,647
Service Charges	\$0	\$0	\$0	\$299,184
Total Revenue	\$0	\$2,657,288	\$0	\$2,814,831

## **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78018 IT Telecommunications Services



#### Program #78023 - IT Mobile Device Expense Management

4/16/2014

Department:County AssetsProgram Contact:Tony Dornbusch

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Mobile Device Expense Management program offer centralizes the management of all wireless voice and data communications for approximately 4,500 County employees. The services provided by this program facilitate communication with citizens, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet computers, smart phones, and aircards.

#### **Program Summary**

The County maintains approximately 1,600 wireless devices. This group works closely with Departments to identify wireless communication needs then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices. This group works closely with IT, Desktop and Security, as well as Departments to identify mobile communication needs then sources and/or negotiates the services for delivery to internal County customers.

In addition to managing risk, a primary goal of this program is to reduce the overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year. The baseline for this measure will be set at the end of fiscal year 2013 and will likely be based upon total overall expenses translated into an average cost per minute metric. The total overall costs will include personnel and non-personnel expenses plus the costs for all wireless services. FY14 Savings is expected to be flat due to one time costs of implementing a Telecom Expense Management system and the associated work efforts that will be required to achieve the automation goals of the project.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of processed new and replacement mobile device requests including audit of carrier records for exce	0%	99%	99%	99%		
Outcome	Reduce overall cost over prior year	N/A	8.2% Savings	8% Savings	2% Savings		

### **Performance Measures Descriptions**

Output - Program will process 99% of all new and replacement mobile device requests following procedures and will audit carrier records for any exceptions not ordered by program.

Outcome - Reduce overall cost of mobile devices and services by 10% over similar costs from the prior fiscal year.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$94,193	\$0	\$122,862
Contractual Services	\$0	\$60,000	\$0	\$60,000
Materials & Supplies	\$0	\$783,704	\$0	\$877,467
Internal Services	\$0	\$9,969	\$0	\$0
Total GF/non-GF	\$0	\$947,866	\$0	\$1,060,329
Program Total:	\$947,866		\$1,06	0,329
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$947,866	\$0	\$1,060,329
Total Revenue	\$0	\$947,866	\$0	\$1,060,329

### **Explanation of Revenues**

This program offer is funded via the collection of a monthly service fee charged to each wireless device holder of record. The service fee is collected through the IT Internal Service Rate collection process.

# Significant Program Changes

Last Year this program was: 78035 Mobile Device Expense Management



#### Program #78024 - IT Network Services

4/16/2014

**Department:** County Assets **Program Contact:** Rodney Chin

Program Offer Type: Internal Service Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Network Services program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between county buildings, data centers, and to external networks. The Security group is focused on cybersecurity functions associated with protecting the County's information assets.

#### **Program Summary**

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services include routing and switching, firewall management, IP address management, monitoring, and incident management. This program implements wireless access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data. The Security program is responsible for instituting appropriate cost-effective safeguards to provide reasonable assurance around the security of Multnomah County's IT information assets. The security team achieves this through policy development, audit and compliance monitoring, incident response and investigations, system monitoring, identity and access management, encryption and antivirus as well as education and awareness.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance	99.9%	99.9%	99.9%	99.9%			
Outcome	County workstations with security antivirus agent installed with current virus signatures	95%	95%	95%	95%			

### **Performance Measures Descriptions**

Output Measure - This measure is designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

Outcome Measure - This measure is designed to minimize the impact of cybersecurity incidents involving county computers.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,872,972	\$0	\$1,794,905
Contractual Services	\$0	\$70,000	\$0	\$70,000
Materials & Supplies	\$0	\$2,277,579	\$0	\$2,290,229
Internal Services	\$0	\$600	\$0	\$726
Capital Outlay	\$0	\$35,500	\$0	\$111,000
Total GF/non-GF	\$0	\$4,256,651	\$0	\$4,266,860
Program Total:	\$4,256,651		\$4,26	6,860
Program FTE	0.00	12.00	0.00	11.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,225,151	\$0	\$4,266,860
Beginning Working Capital	\$0	\$31,500	\$0	\$0
Total Revenue	\$0	\$4,256,651	\$0	\$4,266,860

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

### **Significant Program Changes**

Last Year this program was: 78019 IT Network Services



#### Program #78025 - IT Desktop Services

4/16/2014

**Department:** County Assets **Program Contact:** Stanley Johnson G.L. III

Program Offer Type: Internal Service Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Desktop Services program offer supports desktops, laptops, tablets, smartphone's, printers, multifunction devices, iPads and other personal computing devices. This includes hardware and software procurement, installation, upgrades, maintenance, asset management and proper disposal. Remote and on-site repair and support are provided to improve user (customer) productivity. In FY2015, this offer will also support the evaluation of new technologies such desktop virtualization to drive innovation and reduce on-going operational costs.

#### **Program Summary**

Desktop Services manages over 4,500 employee PC's and 6,000 devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide citizens with access to view public records on-line. The desktop team is responsible for the lifecycle management (renewal and replacement), software upgrades and inventory asset management. Desktop support staff follow best practices for standardization resulting in faster performance, reliability, better stability and greater security. They also provide help desk ticket resolution and on-site support. The Desktop Services team actively researches new technology to improve services and reduce the County's carbon footprint. This team also performs support for the County's computer training rooms.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of SCCM Software distribution packages created	0	0	100	125		
Outcome	Percent of high priority problem tickets resolved within two days	95%	95%	95%	95%		

#### **Performance Measures Descriptions**

Output Measure - This output measure measures the number of desktop software installation packages created for the County PCs.

Outcome Measure - This measures the length of time from notification of an issue until it is resolved. This measure is directly impacted by the number of available desktop staff to support the environment.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,825,329	\$0	\$2,729,155
Contractual Services	\$0	\$68,000	\$0	\$70,000
Materials & Supplies	\$0	\$175,002	\$0	\$166,790
Internal Services	\$0	\$15,000	\$0	\$8,404
Total GF/non-GF	\$0	\$3,083,331	\$0	\$2,974,349
Program Total:	\$3,083,331		\$2,974,349	
Program FTE	0.00	23.00	0.00	22.60

Program Revenues				
Other / Miscellaneous	\$0	\$2,983,331	\$0	\$2,974,349
Beginning Working Capital	\$0	\$100,000	\$0	\$0
Total Revenue	\$0	\$3,083,331	\$0	\$2,974,349

## **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78020 IT Desktop Services



### Program #78026 - IT Asset Replacement

4/16/2014

Department:County AssetsProgram Contact:Gary WohlersProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged IT assets allowing the county to spread the cost of the equipment replacements over multiple years. It will also enable IT to better keep pace with rapidly changing technology in the computer industry.

#### **Program Summary**

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, smartphones, iPads/Tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of decommissioned hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is five years. The County looks for opportunities to assist local public schools, e.g. Portland Public Schools, by donating operational retired systems.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Percentage of personal computer devices replaced according to published schedule	100%	100%	100%	100%	
Outcome	Asset database quality: Accuracy and completeness	98%	98%	98%	99%	

#### **Performance Measures Descriptions**

Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the published schedule.

Outcome Measure - Measures the effectiveness of the asset database(s) for quality for accuracy and completeness.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$2,177,775	\$0	\$2,436,184
Capital Outlay	\$0	\$356,000	\$0	\$429,388
Total GF/non-GF	\$0	\$2,533,775	\$0	\$2,865,572
Program Total:	\$2,533,775		\$2,865,572	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Other / Miscellaneous	\$0	\$2,533,775	\$0	\$2,521,668	
Beginning Working Capital	\$0	\$0	\$0	\$343,904	
Total Revenue	\$0	\$2,533,775	\$0	\$2,865,572	

## **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# Significant Program Changes

Last Year this program was: 78021 IT Asset Replacement



# Program #78027 - IT Health & Human Services Application Services

4/16/2014

Department:County AssetsProgram Contact:Becca BeckProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (67 systems) and Department of County Human Services (80 systems). The wide variety of services focus on increasing and improving delivery of technology to provide higher value to departments and constituents. This Program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

## **Program Summary**

Services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and county needs. Also, understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The Program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include: 1) freeing up IT resource hours by tracking hours, analyzing data and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 2) leveraging County resources by maintaining, supporting and/or reusing existing systems; 3) evaluating Countywide departmental needs to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions. Strategies will result in increased IT resources available for higher value projects.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Employee hours spent on planned work versus unplanned work	73%	65%	72%	70%		
Outcome	Maintain employee hours spent on planned work	0%	0%	0%	7.6%		

## **Performance Measures Descriptions**

Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Pur

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,731,070	\$0	\$2,881,448
Contractual Services	\$0	\$0	\$0	\$500,000
Materials & Supplies	\$0	\$73,254	\$0	\$102,255
Internal Services	\$0	\$1,700	\$0	\$183
Total GF/non-GF	\$0	\$2,806,024	\$0	\$3,483,886
Program Total:	\$2,806,024		\$3,48	3,886
Program FTE	0.00	19.00	0.00	19.80

Program Revenues				
Other / Miscellaneous	\$0	\$2,806,024	\$0	\$3,483,886
Total Revenue	\$0	\$2,806,024	\$0	\$3,483,886

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78022 IT Health & Human Services Application Servi



## Program #78028 - IT Public Safety Application Services

4/16/2014

Department:County AssetsProgram Contact:Mark LyenProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

IT Public Safety Application Services provides reliable, effective software systems for Community Justice (25 systems), Decision Support System for Justice (DSSJ) (3 systems) and the Sheriff's Office (10 systems). The wide variety of services provided focus on increasing and improving delivery of technology to provide higher value to departments and constituents while adequately performing activities as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

## **Program Summary**

This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners.

Services include managing customer relationships; capturing, prioritizing and scheduling IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems.

This program ensures that requests are well-defined, prioritized and scheduled in alignment with department and County priorities. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing application and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and 3) using Total Cost of Ownership to make informed IT investment decisions. These strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Employee hours spent on planned work versus unplanned work	58%	70%	60%	65%		
Outcome	Percent increase in time spent on planned projects	0%	0%	3.4%	8.3%		

## **Performance Measures Descriptions**

Output Measure - Employee hours spent on planned versus unplanned work: 65% planned/35% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The % increase in planned work versus unplanned work calculated from the Current Year Estimate.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,450,708	\$0	\$2,535,396
Contractual Services	\$0	\$80,000	\$0	\$250,400
Materials & Supplies	\$0	\$80,386	\$0	\$71,933
Internal Services	\$0	\$150	\$0	\$332
Total GF/non-GF	\$0	\$2,611,244	\$0	\$2,858,061
Program Total:	\$2,611,244		\$2,85	8,061
Program FTE	0.00	17.00	0.00	17.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,611,244	\$0	\$2,858,061
Total Revenue	\$0	\$2,611,244	\$0	\$2,858,061

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78023 IT Public Safety Application Services



## Program #78029 - IT General Government Application Services

4/16/2014

Department: County Assets Program Contact: Tony Chandler

Program Offer Type: Internal Service Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

IT General Government Application Services provide reliable, effective software systems for the departments of County Assets, County Management, and Community Services. Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems.

## **Program Summary**

The IT General Government Application Services group supports 23 systems for DCM and DCA and 9 systems for DCS. The program includes the following services for the Departments of County Assets, County Management, Community Services, and others:

- -Managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities
- -Understanding and defining operational needs and recommending effective, innovative technology solutions
- -Designing, building, testing, and implementing the selected solutions while sustaining existing systems

#### Strategies include:

1) Freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests 2) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions

Strategies will result in an increase in IT resources available for higher value projects that will move County business strategies forward.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Employee hours spent on planned work versus unplanned	34%	60%	57%	60%			
Outcome	Increase in employee hours spent on planned versus unplanned work	0%	0%	0%	5.3%			

#### **Performance Measures Descriptions**

Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in the amount of planned work from unplanned work calculated from the Current Year Estimate.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,108,548	\$0	\$1,083,036
Materials & Supplies	\$0	\$27,415	\$0	\$24,611
Internal Services	\$0	\$200	\$0	\$166
Total GF/non-GF	\$0	\$1,136,163	\$0	\$1,107,812
Program Total:	\$1,136,163		\$1,10	7,812
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,136,163	\$0	\$1,107,812
Total Revenue	\$0	\$1,136,163	\$0	\$1,107,812

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78024 IT General Government Application Services



## Program #78030 - IT Data & Reporting Services

4/16/2014

Department:County AssetsProgram Contact:Chris ClancyProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Data and Reporting Services provides and supports reliable services and software systems that are used across departmental boundaries and serve more than one or all County lines of business. Services include geographic maps, platform support for databases, web server support, and reporting tools used for decision making and results measurement. Specific service areas include Geographical Information System (GIS); Database Services, Reporting Services, Web Platform Administration, and related customer service management.

## **Program Summary**

GIS services include taxation mapping and tax collection analysis, land use planning, bridge and road planning, crime tracking, law enforcement planning, demographic/population analysis and emergency management and mitigation. An Enterprise GIS environment enables interactive web maps, allows departments to share data, and provide tools for the departments to create their own maps and perform analysis without requiring IT assistance.

Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Database and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments, and external business partners.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required and ensuring the integrity and security of the platforms. Key to effectively providing these services is meeting common cross department needs and identifying new opportunities; while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Measures are focused on increasing the amount of customer work vs IT and administrative work as well as up time, in general, for the platform.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of employee hours spent on customer work versus IT and administrative work	23%	25%	19%	25%		
Outcome	Percent of time production systems are available for customer usage	0	99%	99%	99%		

#### **Performance Measures Descriptions**

Output Measure - measures the amount of time employees are working on direct customer tasks.

Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,096,561	\$0	\$2,051,229
Contractual Services	\$0	\$88,000	\$0	\$0
Materials & Supplies	\$0	\$368,888	\$0	\$486,568
Internal Services	\$0	\$400	\$0	\$249
Total GF/non-GF	\$0	\$2,553,849	\$0	\$2,538,046
Program Total:	\$2,553,849		\$2,53	8,046
Program FTE	0.00	12.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,553,849	\$0	\$2,538,046
Total Revenue	\$0	\$2,553,849	\$0	\$2,538,046

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78025 IT Data & Reporting Services



## Program #78031 - IT SAP Application Services

4/16/2014

Department:County AssetsProgram Contact:Michelle SmithProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

SAP is a Countywide (enterprise) system for managing people, money, materials, services, buildings and maintenance. It is used to manage the business operations of the County. SAP integrates with other applications to become the primary system of record whenever possible. SAP provides timely, relevant and accurate information. SAP resources maintain core business functions as well as enable enterprise wide strategies and goals. Using SAP enables the County to retire other systems and reduce related costs. SAP provides real time operational data.

### **Program Summary**

As the County's system of record for a majority of business transactions, the SAP support program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These are designed to increase efficiencies in the County's operations and reduce costs. The SAP support team provides direct technical support and configuration for all SAP modules utilized by Multnomah County. The team also provides training, education and technical assistance to County SAP users.

Major initiatives to be worked on for SAP over the next fiscal year are:

- Employee Self Service for Electronic Time sheets continued roll-out
- Strategic Resource Management Optimization project for SAP
- ERP Life Cycle Analysis implement recommendations

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Employee hours spent on planned work versus unplanned work	51%	39%	41%	47%	
Outcome	Increase in employee hours spent on planned versus unplanned work	0%	0%	2%	6%	

#### **Performance Measures Descriptions**

Output Measure - Employee hours spent on planned versus unplanned work: 47% planned/53% unplanned. This includes available work time (excludes time for training, holidays, vacation). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The % increase in the number of planned versus unplanned work calculated from the Current Year Estimate.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,573,032	\$0	\$1,592,192
Contractual Services	\$0	\$151,245	\$0	\$0
Materials & Supplies	\$0	\$626,220	\$0	\$703,335
Internal Services	\$0	\$0	\$0	\$100
Capital Outlay	\$0	\$0	\$0	\$11,600
Total GF/non-GF	\$0	\$2,350,497	\$0	\$2,307,227
Program Total:	\$2,350,497		\$2,30	7,227
Program FTE	0.00	10.00	0.00	

Program Revenues				
Other / Miscellaneous	\$0	\$2,350,497	\$0	\$2,307,227
Total Revenue	\$0	\$2,350,497	\$0	\$2,307,227

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78026 IT SAP Application Services



## Program #78032 - IT Enterprise and Web Application Services

4/16/2014

Department:County AssetsProgram Contact:Josh MitchellProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Enterprise Web Services provides reliable services used across departmental boundaries—serving all County lines of business. These services include our Google Apps for Government implementation, public websites (i.e. multco.us, multcopets.org and multcolib.org) and internal websites (i.e. commons.multco.us and learns.multco.us). In total, this program supports over 30 applications used internally and by the public.

## **Program Summary**

Enterprise and Web Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining and enhancing legacy systems.

Enterprise Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration and integration support, and support for specific web systems including the public website, the Intranet (Multco Commons) and the Learning Management System (Multco Learns). A focus has been made on using open source tools (i.e. Drupal) and innovative hosting solutions on Amazon Web Services to save on costs to the County.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Employee hours spent on planned work versus unplanned work	51%	55%	53%	55%		
Outcome	Increase in employee hours spent on planned versus unplanned work	0	0	0	3.7%		

#### **Performance Measures Descriptions**

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time (excludes time for training, vacation, holidays). Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - The percentage increase in planned work versus unplanned work.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,344,541	\$0	\$1,518,831
Contractual Services	\$0	\$0	\$0	\$50,000
Materials & Supplies	\$0	\$583,202	\$0	\$860,918
Internal Services	\$0	\$400	\$0	\$415
Total GF/non-GF	\$0	\$1,928,143	\$0	\$2,430,164
Program Total:	\$1,928,143		\$2,43	0,164
Program FTE	0.00	8.67	0.00	10.67

Program Revenues				
Other / Miscellaneous	\$0	\$1,928,143	\$0	\$2,430,164
Total Revenue	\$0	\$1,928,143	\$0	\$2,430,164

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78027 IT Enterprise, Web & Library Application Se

Library Application Services was moved into its own program offer.



## Program #78033 - IT Library Application Services

4/16/2014

**Department:** County Assets **Program Contact:** Matthew Timberlake

Program Offer Type: Program Alternative/Reconstruction Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

This program offer provides staff dedicated to coordinating the Library's growing and complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work.

## **Program Summary**

Library Application Services include understanding and defining business needs, recommending effective and innovative technology solutions, coordinating and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Employee hours spent on planned work versus unplanned work	NA	NA	50	55		
Outcome	Increase in employee hours spent on planned versus unplanned work	NA	NA	NA	10		

#### **Performance Measures Descriptions**

Output Measure - Employee hours spent on planned versus unplanned work: 55% planned/45% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

Outcome Measure - Increase the the amount of hours spent on planned work by 10% from the Current Year Estimate.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$206,931	\$0	\$209,479
Materials & Supplies	\$0	\$9,671	\$0	\$5,000
Total GF/non-GF	\$0	\$216,602	\$0	\$214,479
Program Total:	\$216,602		\$214	,479
Program FTE	0.00	1.33	0.00	1.33

Program Revenues				
Other / Miscellaneous	\$0	\$216,602	\$0	\$214,479
Total Revenue	\$0	\$216,602	\$0	\$214,479

## **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

## **Significant Program Changes**

Last Year this program was: 78027 IT Enterprise, Web & Library Application Se

Last year, the services included herein were part of the Enterprise, Web and Library Application Services Program Offer.



## Program #78034 - IT Shared Operating Expenses

4/16/2014

**Department:** County Assets **Program Contact:** Bob Leek

Program Offer Type: Internal Service Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program offer accounts for shared expenses of the IT Division. It includes repayment of bonds issued for the Network Convergence project and the Data Center Relocation project, facilities and Administrative Hub costs, software licensing and maintenance costs for four enterprise system, and the budget for IT trainers that work in the County's Talent Development group in the Department of County Management.

### **Program Summary**

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two locations (in the Multnomah and Lincoln Buildings), debt service charges for funds borrowed for the Network Convergence and Data Center Relocation projects, the cost of IT trainers supported by the IT organization to provide IT training and consultation countywide are also budgeted in this program offer, and software licensing and maintenance costs for four systems used throughout the County (Team Budget, Multco Marketplace, NeoGov, and Telecom Expense Management).

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Timely repayment of borrowed funds.	0%	100%	100%	100%	
Outcome		0	0	0	0	

## **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$300,617	\$0	\$297,086
Materials & Supplies	\$0	\$271,560	\$0	\$359,426
Internal Services	\$0	\$4,150,192	\$0	\$4,341,322
Unappropriated & Contingency	\$0	\$669,510	\$0	\$869,510
Total GF/non-GF	\$0	\$5,391,879	\$0	\$5,867,344
Program Total:	\$5,391,879		\$5,867,344	
Program FTE	0.00	3.00	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,302,998	\$0	\$4,997,834
Beginning Working Capital	\$0	\$1,088,881	\$0	\$869,510
Total Revenue	\$0	\$5,391,879	\$0	\$5,867,344

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78014 IT Shared Operating Expenses



## Program #78035 - IT Data Center & Technical Services

4/16/2014

**Department:** County Assets **Program Contact:** Gary Wohlers

Program Offer Type: Internal Service Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, and the technical and operational support for all County computing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7.

## **Program Summary**

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server and storage management, asset tracking and after-hours support for all County business systems running in the data center(s). This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is located in a leased facility in Hillsboro and provides the capability for server and storage expansion and disaster recovery.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%			
Outcome	Percent of production system scheduled availability for hardware and operating systems	99%	99%	99%	99%			

#### **Performance Measures Descriptions**

Output Measure - ensures that backup data is available offsite on disk or tape in the event of equipment failure or service disruption.

Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,830,138	\$0	\$2,992,352
Contractual Services	\$0	\$78,000	\$0	\$65,000
Materials & Supplies	\$0	\$864,788	\$0	\$943,631
Total GF/non-GF	\$0	\$3,772,926	\$0	\$4,000,983
Program Total:	\$3,772,926		\$4,00	0,983
Program FTE	0.00	19.25	0.00	20.25

Program Revenues				
Other / Miscellaneous	\$0	\$3,772,926	\$0	\$4,000,983
Total Revenue	\$0	\$3,772,926	\$0	\$4,000,983

# **Explanation of Revenues**

County IT service costs are allocated to departments based on usage, services received, and other metrics.

# **Significant Program Changes**

Last Year this program was: 78016 IT Data Center & Technical Services



Program #78037 - Fleet Services

4/16/2014

Department: County Assets Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs: 78038, 78039

**Program Characteristics:** 

#### **Executive Summary**

Fleet Services provides vehicle and equipment purchasing and maintenance services; including offering transportation and related support services that are responsive to the needs of all participating departments throughout Multnomah County.

## **Program Summary**

The County owns and operates over 700 units of vehicles, equipment, and other related rolling stock. Fleet Services focuses on collaborative relationships with other work functions of the County, such as Sheriff's Office Equipment Unit, Facilities Management, and Road Operations, to ensure coordinated service delivery with minimal customer business interruptions.

Services and customer support provided by Fleet include:

- -Policy and operational procedure development and implementation;
- -Inventory management; regulatory compliance; customer consultation and advice;
- -Preventive maintenance; emission inspections; and towing;
- -Coordinated vendor repairs; equipment fabrication and modification specialty work;
- -Scheduled, unscheduled and emergency in-shop and field repairs:
- -Warranty/recall management and support; and failure analysis;
- -Fuel management (onsite/offsite); tire repair/replacement (onsite/offsite); and cleaning;
- -Driver safety, risk and liability management; accident claims management.

Fleet Services, through the Fleet Vehicle Replacement program (program offer #78038), continues to invest in hybrid and electric vehicle technologies. An ongoing component of this work is the continuing education of the Fleet Technician work force to ensure subject matter expertise in vehicle/equipment maintenance in these emerging technologies.

Fleet Services' efforts continue to contribute to the 2009 Climate Action Plan carbon emissions reduction activities related to Local Government Operations, including: 18-6 fuel efficiency standards; 18-7 electric and plug-in hybrid vehicles; 18-8 reduce waste; 9-1 Urban Form and Mobility component by installing charging stations for electric vehicles.

Fleet supplied revenue support for the install of 12 charging stations, four of which are dedicated use for Multnomah County Electric Vehicles, with eight available for public use.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent of billable Hours as a % of total hours	0	65%	65%	70%			
Outcome	Percent of vehicles out of service 1 day or less	0	90%	90%	90%			
Quality	Percent of Customers Rating Service as Satisfactory or above	99%	100%	99%	100%			

#### **Performance Measures Descriptions**

Output - Billable Hours is a measure of productivity that evaluates how much of our Fleet Technician's time is spent working on vehicles/equipment.

Outcome - Vehicles out of service is a measure that looks at the % of vehicles and equipment returned to programs in a day or less.

Quality - Customer Satisfaction is a measure as reported on comment cards provided to customers.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,221,163	\$0	\$941,311
Contractual Services	\$0	\$30,050	\$0	\$262,000
Materials & Supplies	\$0	\$1,478,844	\$0	\$1,705,398
Internal Services	\$0	\$922,561	\$0	\$910,264
Unappropriated & Contingency	\$0	\$660,000	\$0	\$154,903
Total GF/non-GF	\$0	\$4,312,618	\$0	\$3,973,876
Program Total:	\$4,312,618		\$3,97	3,876
Program FTE	0.00	11.80	0.00	9.90

Program Revenues				
Other / Miscellaneous	\$0	\$3,409,633	\$0	\$3,566,118
Beginning Working Capital	\$0	\$0	\$0	\$298,000
Service Charges	\$0	\$35,000	\$0	\$0
Total Revenue	\$0	\$3,444,633	\$0	\$3,864,118

## **Explanation of Revenues**

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and proposed FY15 charge rates. The FY15 budget has been developed based on FY13 cumulative charges.

# Significant Program Changes

Last Year this program was: 78028 Fleet Services



### Program #78038 - Fleet Vehicle Replacement

4/16/2014

Department: County Assets Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs: 78037

**Program Characteristics:** 

#### **Executive Summary**

Vehicle replacement planning is provided as an interdependent function within Fleet Services (program offer #78037). The key objective is to administer the life-cycle replacement schedule and collection of replacement funds on assigned vehicles and equipment (capital expenditures). This service is responsible for keeping Department customers supplied with vehicle and equipment options that support their core operational missions.

## **Program Summary**

Fleet Services, through the Fleet Vehicle Replacement program, provides the following services:

- -Collects and manages the funding for future replacement of vehicles and equipment;
- -Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles and equipment;
- -Administers the vehicle and equipment re-sale program (surplus disposal), using revenue received used to offset future vehicle and equipment purchases;
- -Establishes and administers the life-cycle replacement schedule used to determine collection of replacement funds on assigned vehicles and equipment. The collected funds are used to buy new vehicles after the predetermined years of life are met;
- -Collaborates with departments and programs to evaluate the following elements when considering purchase of a new or replacement vehicle or piece of equipment: vehicle utilization (miles driven/time of operation); department/program needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability;
- -Ongoing evaluation of opportunities for electric and hybrid vehicles when purchasing new vehicles. The Fleet Vehicle Replacement Program is the primary contributing factor to the following areas in the Local Government Operations component of the 2009 Climate Action Plan:
- -18-6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.";
- -18-7 "Buy electric and plug-in hybrid vehicles for City and County fleets as they become commercially available."

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent of vehicles and equipment on delayed replacement	50%	25%	20%	25%			
Outcome	Surplus gross vehicle and equipment sales revenue as % of purchase	14%	14%	15%	15%			
Output	Number of replacement Gap Vehicles Purchased	0	22	30	30			

## **Performance Measures Descriptions**

Output - Vehicles and Equipment on Delayed Replacement is based on the % of vehicles that have gone beyond the date established for purchasing a replacement.

Outcome - Surplus Gross Vehicle/Equipment Sales Revenue as % of Purchase Price looks at the revenue we receive when we dispose of Fleet capital assets.

Output - Replacement Gap Vehicles Purchased is tracking of vehicles purchased related to FY14 Program Offer 78031.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$134,129	\$0	\$134,129
Capital Outlay	\$0	\$6,071,698	\$0	\$6,378,797
Total GF/non-GF	\$0	\$6,205,827	\$0	\$6,512,926
Program Total:	\$6,205,827		\$6,51	2,926
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,824,544	\$0	\$1,509,846
Financing Sources	\$0	\$1,203,958	\$0	\$0
Interest	\$0	\$19,000	\$0	\$0
Beginning Working Capital	\$0	\$3,906,626	\$0	\$5,003,080
Total Revenue	\$0	\$6,954,128	\$0	\$6,512,926

### **Explanation of Revenues**

Vehicles and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment. Proceeds from vehicle sales are returned to the Fleet fund to offset future replacement costs.

One-time only revenue was received in FY14, Program Offer #78031, to bridge a replacement funding gap for aging vehicles in the Fleet. This money, \$1.2M, will be spent over a 3 year period, FY14-FY16, with the majority of those dollars spent under the County's Strategic Sourcing initiative to ensure best value and reflection of the County's overall mission. Procurement of these vehicles are being tracked as a discreet performance measure.

## Significant Program Changes

Last Year this program was: 78029 Fleet Vehicle Replacement



### Program #78039 - Motor Pool

4/16/2014

Department: County Assets Program Contact: Garret Vanderzanden

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs: 78037

**Program Characteristics:** 

#### **Executive Summary**

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County Departments. The program meets customer expectations by monitoring daily usage and vehicle availability while also offering sustainable transportation options such as hybrid and electric vehicles.

## **Program Summary**

There are four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per-hour charge back system. The purpose of the centrally managed Motor Pool is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and efficient administrative effort.

There are four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. The program operates through a reservation and per-hour charge back system. The purpose of the centrally managed Motor Pool is to eliminate underutilized assigned vehicles and reduce private mileage reimbursement costs, thereby supporting departmental travel needs with ease of use and efficient administrative effort.

The Motor Pool site in downtown Portland also operates as a public parking lot and provides parking at market rate for County-owned and employee privately-owned vehicles, including car pool spaces.

The Motor Pool program is currently undergoing a needs assessment due to the movement of multiple programs in the downtown corridor, and the imminent resignation of the primary Motor Pool site at 530 SW 2nd Avenue. Plans to implement a new reservation system have been put on hold while this analysis is completed. Recommendations will likely occur in Q4 FY2014 for implementation late FY2015/FY2016.

The Motor Pool Program supports the Local Government Operations component of the 2009 Climate Action Plan, action 18 -6 "...meet minimum fleet fuel efficiency standards and use low-carbon fuels.", through the standardization of the Motor Pool vehicle inventory with fuel efficient vehicles such as Nissan Leaf EV's and Toyota Prius Hybrids.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of Motor Pool trips	15,591	15,700	15,750	15,500			
Outcome	Vehicle availability	99%	99%	99%	99%			

#### **Performance Measures Descriptions**

Motor pool trips is a measure of customers' business transportation needs. Vehicle availability is a measure of ability to supply vehicles for those needs. The two measures determine the optimal size of the motor pool.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$172,626	\$0	\$147,970
Contractual Services	\$0	\$3,000	\$0	\$2,184
Materials & Supplies	\$0	\$15,400	\$0	\$186,522
Internal Services	\$0	\$62,123	\$0	\$63,366
Total GF/non-GF	\$0	\$253,149	\$0	\$400,042
Program Total:	\$253,149		\$400	),042
Program FTE	0.00	2.20	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$333,953	\$0	\$474,675
Service Charges	\$0	\$38,880	\$0	\$35,125
Total Revenue	\$0	\$372,833	\$0	\$509,800

## **Explanation of Revenues**

The program is funded by service charges through the Fleet Fund. Internal service reimbursement estimates are based on historical data, current service levels, and proposed FY2015 charge rates. Outside agency revenue is based on providing current service levels at proposed FY2015 charge rates.

# **Significant Program Changes**

Last Year this program was: 78030 Motor Pool



## Program #78040 - Distribution Services

4/16/2014

Department:County AssetsProgram Contact:Andrez PosadaProgram Offer Type:Internal ServiceProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Distribution Services provides county agencies pickup and delivery of mail and supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts.

## **Program Summary**

Distribution Services effectively manages County resources and minimizes service delivery costs by:

- 1. Central coordination of a complex and multifaceted system of distribution logistics across 98 County locations. Distribution Services moves a wide variety of items every day, via fixed routes and/or on-demand, including: U.S. Mail, Health Department patient care items, County records, interoffice mail, recyclables, and operational equipment and supplies. In addition, Distribution Services seamlessly coordinates with other governments throughout the Portland metropolitan region and the Willamette Valley to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.
- 2. Management of a multi-jurisdictional contract for presort services. This maximizes available postage discounts for all partners by pooling the mail to be presorted prior to delivery to the US Post Office. These savings are further enhanced by centralized metering of U.S. Mail, ensuring accuracy, timeliness of delivery, lower cost single-point pickup for mail services partners, and the reduction of county-wide meter maintenance costs. Distribution Services also maintains county-wide mail services contracts (for example, in folding/insertion, addressing and metering) that lower departmental costs for tax mailings, license renewals, and other projects.
- 3. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Distribution Services shares that expertise by providing clear instruction and training to County employees on existing and proposed USPS standards, ensuring efficient mailings that maximize available savings.
- 4. Serving a vital role in emergency preparedness for Multnomah County. Distribution Services is a component of the Receipt, Stage and Storage Center.

These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of pieces of mail processed.	898,067	897,000	897,000	895,000		
Outcome	% postage discount over full postal rate, due to presorting of mail.	32%	32%	33%	33%		
Input	Number of mail stops receiving delivery services.	125	121	123	125		

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$544,977	\$0	\$567,121
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$1,393,903	\$0	\$908,314
Internal Services	\$0	\$189,358	\$0	\$209,801
Capital Outlay	\$0	\$50,000	\$0	\$50,000
Unappropriated & Contingency	\$0	\$486,510	\$0	\$255,000
Total GF/non-GF	\$0	\$2,674,748	\$0	\$2,000,236
Program Total:	\$2,674,748		\$2,00	0,236
Program FTE	0.00	6.90	0.00	6.85

Program Revenues				
Other / Miscellaneous	\$0	\$1,332,341	\$0	\$1,352,236
Interest	\$0	\$7,900	\$0	\$0
Beginning Working Capital	\$0	\$1,271,687	\$0	\$583,000
Service Charges	\$0	\$62,820	\$0	\$65,000
Total Revenue	\$0	\$2,674,748	\$0	\$2,000,236

# **Explanation of Revenues**

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, mail processed, and special services requested.

# Significant Program Changes

Last Year this program was: 78032 Distribution Services

No significant program changes.



### Program #78041 - Records Management

4/16/2014

**Department:** County Assets **Program Contact:** Garret Vanderzanden

Program Offer Type: Internal Service Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Records Management supports County agencies and the public by maintaining public records in accordance with operational, legal, fiscal, public access and historic preservation needs.

## **Program Summary**

The program supports cost reduction and compliance with public records regulations by developing and implementing policies for the orderly maintenance and disposition of county records generated by all departments. Addressing a wide variety of formats, the program maintains over 116 millions documents in a centralized Records Center, including the County's historic archives dating back to 1855. Storage of these records reduced the need for office space storage by over 53,000 square feet in FY2013.

The program also recycles large volumes of public records (83 tons in FY2013) in a sustainable manner that ensures confidentiality. The program provides consultation in the establishment and organization of electronic records keeping methods and systems; enterprise document conversion; retention scheduling; archival research, access and preservation; essential records protection; and records management best practices.

The program continues to expand its web presence with the Archon web tool and external web site, resulting in a 70% increase in reference and referral activities in FY2013. Significant progress has been made in managing electronic records through the establishment of a county electronic records repository, and through increasing e-records training and consultation. The program will expand its ability to manage electronic records throughout the county through implementation of the HP RM Electronic Records Management System (ERMS) that will replace the program's current antiquated system, provide end user access to records stored in the system, and provide public access to digitized and born digital archival content. This ERMS system will also aid in establishing methods for quantifying digital objects in storage in comparison to physical objects (this was removed as part of the Storage performance measure for FY2015 while it is being developed).

These efforts contribute to the Climate Action Plan activities related to local government operations, item number 18-8, due to large amount of paper recycling the program does each year, and due to its ongoing consultation with Departments on ways to increase their use of reliable, retention and preservation compliant, and trusted electronic records systems.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Retrieval, Refiles, and Interfiles (Record Actions) performed	10,644	13,000	11,000	11,000		
Outcome	Percentage Increase of Reference and Referral Requests Compared to Previous Fiscal Year	70%	0	55%	58%		
Output	Number of Boxes, Microfilm Rolls, Maps and Plans Maintained in Storage	93,175	89,000	93,500	93,500		

### **Performance Measures Descriptions**

Previous performance measure "Percentage of Archival Collections Described Online" replaced with "Percentage Increase of Reference and Referrals Compared to Previous Fiscal Year". Number includes in person, telephone, and online interactions. New performance measure is a more relevant statistic, demonstrating increased use of program over time by internal County staff and the public.

## **Legal / Contractual Obligation**

ORS 192 and OAR 166 outline public records mandates for the Records Officer, microfilm, imaging, storage, retention and access. Executive Rule 301 assigns the retention schedule function to the Records Management program.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$382,148	\$0	\$409,642
Contractual Services	\$0	\$32,757	\$0	\$25,000
Materials & Supplies	\$0	\$25,365	\$0	\$36,392
Internal Services	\$0	\$423,887	\$0	\$432,532
Total GF/non-GF	\$0	\$864,157	\$0	\$903,566
Program Total:	\$864,157		\$903	3,566
Program FTE	0.00	3.60	0.00	4.20

Program Revenues				
Other / Miscellaneous	\$0	\$864,157	\$0	\$903,566
Total Revenue	\$0	\$864,157	\$0	\$903,566

## **Explanation of Revenues**

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each Department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY2013.

## Significant Program Changes

Last Year this program was: 78033 Records Management

No significant program changes.



## Program #78042 - Countywide Strategic Sourcing

4/16/2014

**Department:** County Assets **Program Contact:** Tony Dornbusch

Program Offer Type: Internal Service Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Countywide Strategic Sourcing is part of the Department of County Assets (DCA) Administrative Services Hub and focuses services on Strategic Sourcing, Procurement and Contract Administration. This unit works collectively with the other DCA Administrative Service Hub units to deliver services to both departments and divisions supported by DCA and across the entire County.

### **Program Summary**

This offer focuses on the development, implementation, oversight and direct delivery of the strategic sourcing practices across the County. This organizations reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA.

The program includes Strategic Sourcing Analysts and Strategic Sourcing Data Analyst in order to provide strategy, leadership, practice development, oversight and monitoring, detailed spend analysis, strategic sourcing plans and compliance analysis/oversight for hundreds of contracts and millions of dollars each year.

This program is responsible for addressing the strategic sourcing needs of all County Departments across all commodities and types of transactions, which includes commercial, personal services, construction, lease, software, technology goods and services, maintenance and repair, and architectural services. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices as necessary, in support of strategic sourcing initiatives.

Strategic Sourcing is the practice of taking a holistic approach to the selection and sourcing of goods and services necessary to an organization's operations. This effort includes several key tenets or procurement best practices: (1) Consolidating spend across all buyers with a small number of supplier partners so that the best prices can be achieved, (2) Considering the total lifecycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend and achieve better prices.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Commodity Sourcing Plans developed	0	2	8	8		
Outcome	% of annual goods purchased via Marketplace	90% (estimate)	90% (estimate)	90%	90%		

#### **Performance Measures Descriptions**

Output - Number of Commodity Sourcing Plans developed and implemented reflects the implementation rate of the County's Strategic Sourcing practices, which improve strategic purchases.

Outcome - Percentage of annual goods purchased via the County's Multco MarketPlace indicates the volume of spending that has been driven to the eMarketplace where contracts and controls are in place for all available purchases.

## **Legal / Contractual Obligation**

Oregon Revised Statues (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. State Qualified Rehabilitation Facilities laws are enforced via purchasing through the Multco MarketPlace.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$449,602	\$0	\$409,647	\$0
Contractual Services	\$40,000	\$0	\$10,000	\$0
Materials & Supplies	\$8,000	\$0	\$12,890	\$0
Internal Services	\$0	\$0	\$41,611	\$0
Total GF/non-GF	\$497,602	\$0	\$474,148	\$0
Program Total:	\$497,602		\$474	1,148
Program FTE	3.50	0.00	3.40	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

This program is funded in the General Fund. A portion of the costs are recovered through the county's indirect cost allocation plan.

# Significant Program Changes

Last Year this program was: 78034 Countywide Strategic Sourcing



## Program #78044 - Administrative Hub Budget & Planning

4/16/2014

Department:County AssetsProgram Contact:Julie NeburkaProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Budget and Planning team is one of the four service teams in the County's first inter-departmental Administrative Services Hub. The team provides financial planning, forecasting, rate-setting, and reporting services to the departments of County Management (DCM) and County Assets (DCA), and to non-departmental County agencies and offices; a combined portfolio of \$371 million.

## **Program Summary**

The Budget and Planning team assembles and publishes County-wide annual internal service rates; bills for County facilities, fleet, information technology, telecommunications, and records and distribution services; and coordinates planning for the County's asset management and Facilities capital improvement functions. This program focuses on several primary responsibilities:

- Coordinating County-wide annual capital planning and internal service rate development processes, including developing and implementing complex activity-based cost allocation models for seven distinct internal services.
- Coordinating and managing annual budget development and monitoring for two large departments and a variety of non-departmental agencies and corporate obligations.
- Overseeing budget management, monitoring, modification, and financial reporting throughout the fiscal year for the County's capital, internal service, and debt service funds.

The team provides recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations used by every County department.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Track staff time spent on customer activities.	42%	100%	65%	100%		
Outcome	Allocate Hub resources fairly among users.	100%	100%	100%	100%		

#### **Performance Measures Descriptions**

Output - Tracking staff time in order to gauge and manage internal customer demand on staff resources for planned and potential project work.

Outcome - Review available resources and ensure allocation among internal customers.

## **Legal / Contractual Obligation**

Oregon Budget Law (ORS Chapter 294), federal Office of Management & Budget circulars A-133 and A-87, Government Accounting Standards Board statements and pronouncements, County Administrative Procedures.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$819,362	\$0	\$825,862	\$0
Materials & Supplies	\$7,100	\$0	\$11,396	\$0
Internal Services	\$60,107	\$0	\$85,665	\$0
Total GF/non-GF	\$886,569	\$0	\$922,923	\$0
Program Total:	\$886,569		\$922	2,923
Program FTE	7.00	0.00	7.00	0.00

Program Revenues					
Other / Miscellaneous	\$717,371	\$0	\$729,123	\$0	
Total Revenue	\$717,371	\$0	\$729,123	\$0	

## **Explanation of Revenues**

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

## Significant Program Changes

Last Year this program was: 78036 Administrative Hub Budget & Planning

No significant program changes.



### Program #78045 - Administrative Hub Procurement & Contracting

4/16/2014

**Department:** County Assets **Program Contact:** Tony Dornbusch

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Administrative Hub Procurement and Contracting (P&C) team is one of the four service teams in the Department of County Assets' (DCA) Administrative Services Hub. This team works collectively with the other DCA Administrative Service Hub units to deliver formal, informal and cooperative procurements.

## **Program Summary**

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of Goods and Services, and commercial, personal services and construction contracting including software licensing, and facilities. This organization reports to the Manager of Strategic Sourcing, Procurement and Contract Administration, who reports to the Director of DCA.

The Administrative Hub was established to create greater efficiency through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management, FREDS, IT, and the Department of County Management. Support is also provided to the Board of County Commissioners and several Non-Departmental Offices allowing departmental leadership and elected officials to focus their efforts on delivering vital program services.

The program also includes; commercial, personal services, construction, lease, software, maintenance and repair, and architectural contract development, negotiation, risk assessment and management, supplier/vendor management and ongoing contract administration. This group provides contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, and software and hardware contracts. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

The Strategic Sourcing component of the area is addressed under program offer 78046.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of procurements and contracts processed	896	595	1,200	1,000			
Outcome	Percentage of contracts processed following established processes	90% (estimate)	95%	90%	95%			

#### **Performance Measures Descriptions**

Output – Measures the total volume of procurements, contracts, amendments and renewals processed by the P&C staff. Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

## **Legal / Contractual Obligation**

Oregon Revised Statues (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Contraction and Architectural contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurements using cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,388,332	\$0	\$1,586,149	\$0
Contractual Services	\$80,000	\$0	\$60,000	\$0
Materials & Supplies	\$57,786	\$0	\$63,334	\$0
Internal Services	\$125,016	\$0	\$151,750	\$0
Total GF/non-GF	\$1,651,134	\$0	\$1,861,233	\$0
Program Total:	\$1,651,134		\$1,861,233	
Program FTE	11.50	0.00	14.40	0.00

Program Revenues					
Other / Miscellaneous	\$1,293,725	\$0	\$1,485,156	\$0	
Total Revenue	\$1,293,725	\$0	\$1,485,156	\$0	

## **Explanation of Revenues**

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

## **Significant Program Changes**

Last Year this program was: 78037 Administrative Hub Procurement & Contracting

No significant program changes.



### Program #78046 - Administrative Hub Finance

4/16/2014

**Department:** County Assets **Program Contact:** Patrick Williams

Program Offer Type: Administration Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The Administrative Hub Finance team is one of the four service teams in the County's first inter-departmental Administrative Services Hub. This team provides accounts receivable, accounts payable, and procurement card management services to the departments of County Management (DCM) and County Assets (DCA), and to non-departmental County agencies and offices.

## **Program Summary**

This program includes the administrative group responsible for accounts receivable, accounts payable, and procurement card management services. The Finance and Administration unit reports to the Budget and Finance Manager, who reports to the DCA Director.

The Administrative Hub was established to create greater efficiency through the consolidation of duplicate business services functions that formerly existed separately in the Facilities and Property Management, FREDS, IT, and the Department of County Management. Support is also provided to the Board of County Commissioners and several Non-Departmental Offices allowing departmental leadership and elected officials to focus their efforts on delivering vital program services.

This group supports the operational activities of DCA and DCM by providing financial services such as accounts receivable, accounts payable, and procurement card management; additionally, the unit provides general administrative support functions such as travel and training arrangements and expense management, employee reimbursements, timekeeping, reception and general administrative support to a diverse array of programs. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies, internal controls and the implementation of best practices.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Percent of out of town travel and training events reconciled within 30 days of traveler return date.	n/a	0	0	100%	
Outcome	Reduce monthly paper invoice volume by 10%.	1,432	0	1,086	978	

#### **Performance Measures Descriptions**

Output - Travel expenses are among the most closely scrutinized expenses so it is important any questions or issues are resolved quickly.

Outcome - The finance Hub continues to encourage divisions to seek more efficient and cost effective purchase methods (marketplace, ghost cards) thereby reducing paper invoice volume.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$729,968	\$0	\$759,319	\$0
Contractual Services	\$0	\$0	\$8,200	\$0
Materials & Supplies	\$6,700	\$0	\$3,900	\$0
Internal Services	\$80,144	\$0	\$96,985	\$0
Total GF/non-GF	\$816,812	\$0	\$868,404	\$0
Program Total:	\$816,812		\$868,404	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues					
Other / Miscellaneous	\$512,858	\$0	\$521,538	\$0	
Total Revenue	\$512,858	\$0	\$521,538	\$0	

## **Explanation of Revenues**

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

## Significant Program Changes

Last Year this program was: 78038 Administrative Hub Finance

No significant program changes.



#### Program #78047 - Administrative Hub Human Resources

4/16/2014

Department:County AssetsProgram Contact:Mary Beth AllenProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Administrative Hub Human Resources (HR) team is one of the four service teams in the County's first interdepartmental Administrative Services Hub. This team provides direct human resources, labor relations and related services for over 600 employees to the departments of County Management (DCM) and County Assets (DCA), and to nondepartmental County agencies and offices.

#### **Program Summary**

This program provides a full range of HR services to 594 regular employees and 43 temporary and/or on-call employees. The roster of employees includes 374 members of AFSCME Local 88 as well as a significant number of exempt or classified exempt employees, including 78 executive employees, 67 management employees; 43 employees who serve as staff to elected officials; and six elected officials (or their approved designees). In addition to AFSCME, IUOE Local 7-1 (engineers) and IBEW Local 48 (electrical workers) are hub-supported employees.

Under the direction of the Human Resources Manager, unit staff provide guidance on managing both represented and exempt employees, in addition to providing direct human resources (HR) services such as recruitment, HR information systems data entry, and records management are also provided.

Key responsibilities include advising department directors, division managers and supervisors on the following:

- --Developing and implementing staffing and related plans (including reorganizations) that support organizational goals and objectives;
- --Creating and/or revising position descriptions to align work tasks with the business needs of work units;
- --Managing recruitments for open positions, including coordinating outreach activities, developing selection processes, evaluating online applications, scheduling interviews and scoring applicant tests;
- --Performance management, including the timely and thorough completion of performance plans and appraisals; and
- --Interpreting collective bargaining agreements, including sections related to work assignment and schedules and progressive discipline.

Other critical responsibilities include serving as a resource for all DCA/DCM/non-departmental employees in connection with county policies, training and career development and other employee concerns, and administering the county's pay and benefits, classification plans, collective bargaining agreements, and personnel rules in conjunction with the county's Central Human Resources Department and Risk Management Division.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of recruitments conducted	85	80	100	100			
Outcome	Number of employees provided full range of HR services	594	620	620	660			

#### **Performance Measures Descriptions**

Output - Number of all recruitments reflects the total for all departments and offices served by the DCA HR Administrative Hub.

Outcome - Number of employees served measures workload, taking into account personnel transaction processing for new hires, terminations, promotions, changes in pay status or seniority, and other employment actions and employee information.

#### **Legal / Contractual Obligation**

Federal, state, and local laws and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability and Accountability Act, and other employment-related issues. Three labor agreements necessitate contract compliance regarding wages, hours, working conditions and other employment-related matters.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,170,375	\$0	\$1,156,433	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$22,144	\$0	\$25,900	\$0
Internal Services	\$93,761	\$0	\$116,260	\$0
Total GF/non-GF	\$1,296,280	\$0	\$1,308,593	\$0
Program Total:	\$1,296,280		\$1,308,593	
Program FTE	9.00	0.00	9.50	0.00

Program Revenues					
Other / Miscellaneous	\$824,779	\$0	\$777,451	\$0	
Total Revenue	\$824,779	\$0	\$777,451	\$0	

#### **Explanation of Revenues**

Costs of the Administrative Hub are allocated proportionately among users: the County's internal services and the departments of County Assets and County Management. The General Fund supports charges apportioned to DCM. Internal service charges recover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds, and reimburse the General Fund for these services.

#### **Significant Program Changes**

Last Year this program was: 78039 Administrative Hub Human Resources

No significant program changes.

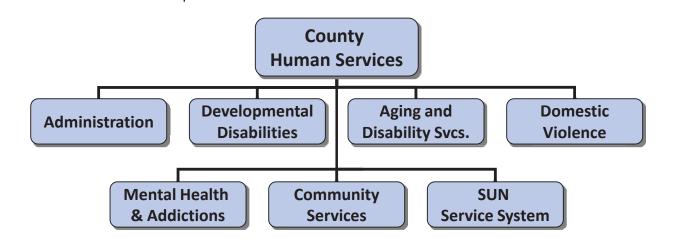
## Department Overview

The Multnomah County Department of County Human Services is driven by its mission to enhance the quality of life for individuals and families; and envisions safe, healthy, caring, and diverse communities where hope, independence, learning and opportunity prevail for all.

DCHS achieves this mission through collaboration with non-governmental organizations, local government agencies and community advocates. The department is the primary funder, convening partner and provider of social services for families in poverty, homeless families, homeless youth, survivors of domestic violence, low income seniors, people recovering from mental illness and addiction, and people with disabilities.

As the lead provider of social services in the community, the department is responsible for developing systems of care, leading service development, and coordinating and linking services for the county's most vulnerable and at-risk residents. The department leads this work as the Local Mental Health Authority, the Area Agency on Aging, the Community Action Agency for Multnomah County, and as the managing partner for the Schools Uniting Neighborhoods Coordinating Council. This work is funded and accomplished through DCHS' budget of over \$234 million and about 780 FTE.

DCHS has seven divisions: Department Administration, Aging and Disability Services (ADS), Mental Health and Addiction Services (MHAS), Developmental Disabilities Services (DDS), Schools Uniting Neighborhoods Service System (SUN SS), Community Services (CS), and the Domestic Violence Coordinator's Office (DVCO).



# Budget Overview

DCHS has an FY 2015 budget of \$235.7 million, an increase of \$13.0 million from the FY 2014 adopted budget. General Fund and Video Lottery Fund budgets together total \$62.3 million, an increase of \$2.0 million over the FY 2014 adopted budget. Other Funds increase \$11.0 million over the FY 2014 adopted budget, which includes the following Division increases:

- \$4.9 million across ADS programs, primarily from increased State funding to enhance staffing across Medicaid funded programs, which also accounts for the majority the FTE increase for the department.
- \$4.0 million across MHAS programs, primarily from projected enrollment increase in the Multnomah Mental Health insurance plan.
- \$1.7 million in SUN SS with \$1.0 million from various school districts and the City of Portland to add ten new SUN sites and \$0.5 million of United Way funding for Early Learning HUB Implementation.

General Fund increases for new programs are:

Veterans' Services Expansion (25025B)	\$235,357
Protected Persons Special Advocate Program (25031)	\$50,000
Mental Health Pilot - CATC Triage (25051)	\$658,721
HFSES - Coordinated Entry Expansion (25111C)	\$25,000
HSVP - Flex Funds for Veterans (25133H)	\$50,000
SUN Community Schools Scale- Maintain & Expand (25145B)	\$943,097
Child and Family Hunger Relief – Expand Services (25147B)	\$200,000
Early Kindergarten Transition (25152)	\$168,476
School Attendance Supports (25159)	\$200,247

Programs Funded with one-time-only General or Video Lottery Funds are:

AP - Computers for Head Start Students (25139C) \$20,000

HYS - MH and Addictions Engagement Services (25136A) \$471,000

Budget Trends*	FY 2013	FY 2014 Current	FY 2014 Adopted	FY 2015 Proposed	
	Actual	<u>Estimate</u>	Budget	Budget	<u>Difference</u>
Staffing FTE	716.51	750.80	722.44	779.79	57.35
Personnel Services	\$63,368,883	\$70,212,869	\$69,973,588	\$74,894,272	\$4,920,684
Contractual Services	121,262,803	134,723,511	135,763,362	141,770,194	6,006,832
Materials & Supplies	16,478,091	16,958,840	16,965,035	19,044,582	2,079,547
Capital Outlay	<u>11,122</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$201,120,900	\$221,895,219	\$222,701,985	\$235,709,048	\$13,007,063

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances.

# Successes and Challenges

2014 saw the implementation of the DCHS Visibility Initiative, creating and improving our ability to describe and better serve communities of color. This policy was developed in concert with efforts from the Coalition of Communities of Color, and supports the identification of formerly invisible communities like African immigrants and Slavic people.

The Homeless Family System of Care fully implemented coordinated entry for homeless families on January 1, 2014. The new system includes expanded partnerships with SEI, NAYA, Catholic Charities and JOIN to provide mobile housing services, assertive engagement and culturally specific services.

The Early Kindergarten Transition program expanded to 12 sites. A process evaluation was conducted by Portland State University; this created the opportunity to discuss with key partners the successes and challenges with the program's implementation and fostered continued improvement in the program.

Developmental Disabilities Services Division developed new partnerships with community providers including African Youth and Community Organization (AYCO), which provides outreach to Swahili and Arabic speaking immigrant communities; and Padres En Accion to provide culturally appropriate services to Latino families.

Mental Health and Addiction Services Division implemented Mental Health First Aid for County employees, prioritizing administrative personnel and Library staff. This training included a Sponsored Youth Certification Training resulting in 22 new Youth Mental Health First Aid trainers.

Mental Health and Addiction Services Division increased Community Based Intensive Service capacity for our most vulnerable mentally ill residents by adding 70 Intensive Case Management slots and 25 Assertive Community Treatment slots.

Adult Protective Services program led the resumption of the Multi-system Staffing Team (MSST), a collaboration among divisions within DCHS to serve clients with unmet needs across many programs, and who have had challenges accessing services.

Domestic Violence Enhanced Response Team expanded its services to onscene crisis response to domestic violence victims identified by Portland Police officers. In the first year, advocates served over 500 individuals and connected 90% of these individuals to ongoing assistance.

The State of Oregon continues to move towards a competitive grant funding model for programs previously funded via population based formulas. This shift requires greater resources through the grant writing and administrative processes along with increasing competition for limited dollars.

# Diversity and Equity

DCHS is continuing our focus and commitment toward diversity and equity in our planning, decision-making, data collection and workforce development. We are making steady progress in efforts to create an equitable workplace by examining our hiring and retention data on an annual basis.

Overall, our department workforce continues to diversify, with an increase in the percentage of employees of color, from 24% to 25% in FY2013. 26% of regular employees hired in the last year were employees of color. Of these 40 employees, 18% were Asian or Pacific Islander, a significant increase from previous years. Nearly half of the new hires were in Aging and Disability Services Division and 21% of these hires were people of color. The percentage of applicants to the department who are people of color has not changed significantly over the last six years.

To increase the retention rate of employees of color we have focused on increasing the percentage of work-out-of-class opportunities and promotions for employees of color. Progress in these areas has occurred as the percentage of employees of color in work-out-of-class (WOC) opportunities increased last year to 33% - a significant increase from the previous three years. Most of the WOC opportunities last year were in ADS (31 opportunities) and 32% of these were employees of color.

# Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$5,286,329	\$2,444,066	\$7,730,395	51.00
Developmental Disabilities	2,128,462	16,910,373	19,038,835	128.15
Aging and Disability Services	9,389,645	42,147,579	51,537,225	363.30
Domestic Violence Coordination Office	2,920,971	1,664,523	4,585,493	9.25
Mental Health & Addiction Services	17,304,584	87,207,415	104,511,999	173.99
Community Services	12,116,774	21,110,707	33,227,481	29.00
SUN Service System	12,050,262	3,027,358	15,077,620	<u>25.10</u>
Total County Human Services	\$61,197,026	\$174,512,022	\$235,709,048	779.79

### Department Administration

DCHS Administration provides leadership, vision and policy and strategic direction to the service divisions.

The Director's office meets regularly with division leadership, sets policy, addresses issues of cultural competency, researches and evaluates programs, directs service delivery, and coordinates legislative priorities. The office also provides emergency management coordination, monitors compliance, implements quality improvement, and determines IT priorities.

Human Resources supports about 780 departmental FTE and addresses recruiting, hiring and retention issues, workforce planning, training, performance management, and labor relations.

Business Services provides the financial and business functions including: development, management and oversight of the department's budget, accounts receivable and payables, purchasing, facilities coordination, and grants management.

The Contracts Unit coordinates department procurement and contracting functions and ensures implementation and compliance with all county contracting and procurement policies.

# Significant Changes

Department Administration has undergone no significant structural changes in the previous year but has focused on these important initiatives.

The Director's office embarked on the implementation of a three year strategic business plan. This plan incorporates the Equity and Empowerment Lens into the work of the department and its community outreach; improves service delivery and administrative processes; and addresses succession planning through a thriving learning environment.

Health System Transformation work continues with a focus on delivery system changes required to support a regional approach to the provision of mental health and addictions care. Multnomah county, as a member of Health Share of Oregon (HSO), is working with Clackamas and Washington counties towards a true global budget for regional providers. Phase one of the alternative payment methodology began January 2014, and is the first step in moving from paying for volume to paying for value.

# Developmental Disabilities Service Division

management services linking consumers and families to available resources in the community and where eligible, to Medicaid funded residential, employment, in-home and brokerage services. The goal is to assure that every person is safe, healthy and integrated into their community. This is done with person-centered planning to assure that each person's choices are respected and honored. DDSD serves over 4,700 people with intellectual and developmental disabilities diagnosed prior to the age of twenty two. Services may span the entire lifetime. DDSD is also the host for Region One, a five county regional crisis diversion program for DDSD consumers who meet certain criteria. Additionally DDSD in FY 2015 is working on five goals that support DCHS strategic objectives. Goal 1 is to provide high quality services to DDSD clients, families and partners. Goal 2 is to promote greater diversity, equity, inclusion and a person-centered approach to services and our work. DDSD developed new partnerships and contract services this year that include African Youth and Community Organization (AYCO) which provides outreach to non-English speaking immigrant communities such as Swahili and Arabic. Goal 3 is to promote an effective and supported workforce with improved job satisfaction. DDSD is investing in technology and training as a way to offset increased workload. Goal 4 is to enhance training, tools & supports to staff, providers & partners and Goal 5 is to promote a more streamlined & efficient program administration with policies and procedures plus expectations and standards that support this and the other division goals.

The Developmental Disabilities Service Division (DDSD) provides case

# Significant Changes

The Community First Choice Option (K Plan) establishes new Medicaid-funded plan options for clients and their families. It allows states to provide home and community-based attendant services and supports at a 6 percentage point increase in Federal Medicaid match. DDSD is on the forefront of implementing K-plan and determining eligibility. This change will allow Multnomah County residents who are eligible for DD services to receive services without interruption and have a choice of where to get them. While we are very excited for the citizens of Multnomah County, the K plan brings a huge workload to workers and requires a lot of coordination of additional assessment and process steps. We expect to see many bumps on the road as we implement system changes.

While service options are increasing for consumers, the state has been changing the Community Developmental Disabilities Program (CDDP) budget model over the past 6 months which resulted in fluctuating revenue and an anticipated funding shortfall for DDSD. Currently DHS is considering ways to fix the budget model although a definite solution has yet to be developed. In a related development the State of Oregon will be changing budget allocation from case load to a work load model via a CDDP workload study. Multnomah County DD will be participating in the workload study in February 2014. We hope that this model will capture most unfunded mandates.

#### fy2015 proposed budget

# Aging and Disability Services

Aging and Disability Services Division (ADS), is the county's Area Agency on Aging (AAA). Designated by the state and federal government, ADS is charged with developing a range of services and opportunities for older adults and people with disabilities through the following: planning, coordinating, interagency agreements, advocating, information sharing, monitoring, and evaluating. These efforts are designed to develop a comprehensive and coordinated community-based service delivery system that ensures consumer access to services.

To punctuate this role the ADS vision states: "All older adults and people with disabilities thrive in diverse and supportive communities." Key ADS goals include promoting independence, dignity, and choice for the people served. ADS staff and partners are trusted and turned to in navigating the array of choices and decisions facing older adults and people with disabilities as well as assist their family members and partners. An important tool in this navigation is the ADRC Helpline (Aging and Disability Resource Connection), which is available 24 hours a day and is supported by trained helpline counselors.

# Significant Changes

ADS received a state level budget change that resulted in improved services for consumers and increased staffing. Based on recognition from the state that AAAs be funded at 95% of the state run offices, the Medicaid program, including Long Term Care, Adult Protective Services, and Adult Care Home, realized an increase of \$13 million for the biennium, with an increase for year one of over \$2 million. These dollars are enabling the recruitment and hiring of 46 more staff for Medicaid funded programs.

The Governor's budget approved an increase in funding for the Oregon Project Independence (OPI) program. This resulted in ADS receiving over \$700 thousand in funds which were used to open the OPI wait list. These costs cover home care worker services; counseling for families with dementia; heavy duty chore services and evidence based chronic disease management. Additionally there was an enhancement in the current ADRC funds with specific dollars going to full implementation of option counseling; expanded Gatekeeper services and the implementation of an evidence based mental health program for older adults and people with disabilities.

ADS is working to expand and further develop the Veterans' Service Office through reorganization and increased outreach and capacity of the program. The plan is to have the Veterans' Service Office increase staff by 2.70 FTE which includes having a full time supervisor oversee the program.

#### fy2015 proposed budget

# Domestic Violence Coordination Office

Multnomah County Domestic Violence Coordination Office (DVCO) provides leadership, consultation and technical assistance on domestic violence intervention and prevention. DVCO manages county, state and federal funds for victim services; leads and facilitates multi-disciplinary and collaborative projects; assesses needs and gaps in local interventions; and provides extensive training and capacity-building throughout the County. Collaborative projects led by DVCO include the Domestic Violence Enhanced Response Team (DVERT), the Domestic Violence Fatality Review Team, and the Family Violence Coordinating Council. DVCO also oversees the Defending Childhood Initiative, a federal initiative to improve responses to children exposed to a wide range of violence.

The county has built a multi-disciplinary, coordinated system that responds to victims and perpetrators: over 5,000 victims receive community-based, inperson services; 2,000 receive District Attorney-based services; and 30,000 receive assistance by phone. Over 3,000 offenders are jailed, 1,000 are prosecuted and 1,000 are supervised annually. Despite these efforts, domestic violence remains a significant and complex problem. New national surveys indicate that more than one in four women experience severe physical violence by a partner during their lifetimes (NISVS, 2010). One in 15 children witness domestic violence each year, and these children face a 3 to 9 times greater risk for other victimizations such as child abuse and bullying (National Survey of Children's Exposure to Violence, 2009).

# Significant Changes

Additional grant funding from the US Attorney General's Defending Childhood Initiative is supporting new services, including domestic violence consultation, training and brief intervention for early childhood programs, and a joint effort with the Health Department's STRYVE program to develop outreach and prevention efforts addressing violence as a public health issue.

Last year's program offer 25040A, Domestic Violence Victim Services Continuum, encompassed almost all domestic violence services and programs. This year it has been restructured as three separate program offers in order to provide more detail about the types of services, the number of individuals served, and the impact of these services. This year's program offers include 25041, Domestic Violence Crisis Services; 25042, Domestic Violence Community-Based Services; and 25043, Domestic Violence Housing & Stabilization Services.

DVCO restructured its existing staff to create a new Senior Data Analyst position. This position is leading the division's expanded efforts to assess impact of County-funded services and improve data collection, data quality, and reporting.

# Mental Health and Addiction Services

Multnomah County Mental Health and Addiction Services Division (MHASD) provides a comprehensive system of care to prevent, intervene in, and treat mental illness and addiction in adults, youth and children. Through consumer-focused, culturally responsive and evidence-based practices, MHASD serves low-income, uninsured, and homeless individuals and families, as well as anyone who is in crisis.

Emergency services provide 24 hour crisis line, direct call transfer from 911, mobile crisis services, involuntary commitment services and respite services to residents who require immediate assistance to a mental health difficulty.

Multnomah County is the Mental Health Managed Care Organization for Medicaid. We are a subcontractor of the Coordinated Care Organization; HealthShare of Oregon.

Prevention programs provide early intervention for adults and/or youth encountering a drug/alcohol or gambling addiction, and/or mental illness.

Diversion programs partner with the corrections system to link residents to services in the community to avoid incarceration. Child clinical services are located in over 89 schools, including county's school-based health clinics.

# Significant Changes

Medicaid expansion will increase people receiving insurance coverage by 16%. The Division as a member of HealthShare of Oregon is participating in regional payment reform as of Jan. 1, 2014.

Addictions residential services are now managed through the Multnomah-

Medicaid Mental Health Benefit as of July 1, 2013. Mental Health Residential will transfer to Medicaid as of July 1, 2014.

Mental Health First Aid is now providing education around mental Illness in an effort to raise awareness and reduce stigma for people who have mental illness.

The State of Oregon has reduced funding for uninsured people as Medicaid is available to more uninsured people. The State redistributed these funds through a rapid competitive grant process for community based services. The Division has been awarded a total of \$1.2 million in State grants for Crisis Expansion, Addictions Prevention and School Based Health Clinic-Mental Health Expansion, Wraparound services, and funding to assess the readiness to integrate Electronic Health Records.

The Crisis Call center has experienced a 4.9% increase in call volume, totaling 70,702 calls. The Involuntary Commitment program investigated 4,241 psychiatric emergency holds, 10% were subsequently committed.

## Community Services Division

The Community Services Division's (CSD) mission is to align services in order to create systems of support that impact poverty, create opportunities for economic prosperity, and achieve racial justice. Through contract partnerships with non-profit community based agencies, limited direct service provision, and targeted initiatives we support work in three program areas: Energy; Homelessness and Housing; and, Anti-Poverty/Prosperity.

As the County's Community Action Agency, we believe that the most effective economic development strategy is one that focuses on human capital and our work seeks to:

- Ease the experience of those living poverty;
- End the community conditions that cause poverty; and,
- Promote equity and achieve racial/ethnic justice.

When the economy is unstable, affordable rental housing is scarce, and too many struggle to meet basic needs. The Division provides strategic leadership to create collective impact for the common good through: collaboration, creativity, hope, innovation, partnership, and risk-taking so that all may have the greatest opportunity to succeed and thrive as a prosperous, caring community.

# Significant Changes

In FY15, the Division will focus on the following:

- Homeless families' system of care
- Rockwood Speaks, a community based initiative to build the capacity of residents to take action to improve their neighborhood
- Assertive Engagement, the Division's overall service delivery practice
- Anti-Poverty system of care planning process as part of SUNSS procurement
- 10 Year Plan to End Homelessness new governance structure
- Restructure of the Commission on Children, Families, and Community (CCFC) into the Economic Opportunity Commission, starting with a report on the state of poverty in Multnomah County
- Systems alignment with the Department of Human Services related to TANF, SNAP, and Child Welfare

# SUN Service System

The Schools Uniting Neighborhoods (SUN) Service System Division has three principal areas of oversight: contracting for services that promote academic success and family self sufficiency within the SUN Service System (SUN SS); service delivery and coordination at the Bienestar Social Service program at the Baltazar Ortiz Community Center; and management of data collection, reporting and evaluation activities.

As a service delivery system, the division contracts for a continuum of school based and community-sited services that support student success and family self-sufficiency. Services include 70 SUN Community Schools, youth case management, early childhood supports and anti-poverty/prosperity services for families. An important emphasis in the SUN SS is on partnership development and administrative staff engage in activities to align services, build partnerships and strengthen the system. Staffing for the SUN Service System Coordinating Council, partnering in the Early Learning Multnomah Hub, and program development are examples of these efforts. The Bienestar Social Service program is an important gateway into an array of services for Multnomah County's Latino community. Staff at Bienestar coordinate resources and services on site, triage hundreds of requests for assistance, and provide alcohol and drug and mental health services. Data collection, technical assistance, reporting and program evaluation functions are across both the SUN SS and the Community Services divisions.

# Significant Changes

For FY 2015 the SUN Service System leadership and program staff will engage in review and planning for a competitive request for proposals process in fall 2014 and early winter 2015. This will include many community meetings, stakeholder conversations, research, review with the Board of County Commissioners and with other leaders. This will be a major undertaking for the Division's staff.

As a co-convener of the Early Learning Multnomah Hub, the SUN Service System will work alongside the United Way of the Columbia Willamette to fully operationalize this early learning hub in our community. The FY 2015 proposed budget for the SUNSS division has two full-time-equivalent positions who will be wholly engaged in this work.

The FY 2015 proposed budget also has opportunity for sustaining and deepening our work in the areas of hunger relief (expansion and enhancements), early kindergarten transitions (sustaining and growing the number of sites that run this summer program, from 21 to 32) and SUN Community Schools (sustaining and growing the number of SUN Community School sites, from 70 to a total of 80 SUN Community Schools). Expansion is exciting and creates unique opportunities for the Division and our community partners. All of these efforts rely on leadership and deep partnerships; each of them leverages significant resources through these partnerships.

# Department of County Human Services The following table shows the programs that make up the department's total budget. The individual programs

follow in numerical order.

Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Department	Administration				
25000A	Director's Office	\$1,067,526	\$603,305	\$1,670,830	7.00
25000B	Director's Office - Business Systems Analysis	112,030	0	112,030	1.00
25000C	Director's Office - Grant Writing Capacity	102,165	0	102,165	1.00
25001A	Human Resources	394,857	595,563	990,421	7.00
25002	Business Services	2,534,303	1,215,186	3,749,489	25.00
25003	Contracts Unit	1,075,447	30,012	1,105,460	10.00
Developmen	ntal Disabilities Services				
25010A	DD Administration & Support	863,968	1,679,681	2,543,649	16.79
25011	DD Systems, Contracts and Budget	582,696	4,511,659	5,094,355	9.00
25012	DD Services for Adults	0	3,866,356	3,866,356	37.01
25013	DD Services for Children	24,140	3,446,877	3,471,017	34.00
25014	DD Abuse Investigations	356,760	723,766	1,080,526	10.00
25015A	DD Monitoring and Crisis Services	0	2,085,259	2,085,259	13.35
25016A	DD Eligibility & Intake Services	300,898	596,775	897,673	8.00
Aging and D	isability Services				
25020A	ADS Access & Early Intervention Services	3,540,072	6,456,968	9,997,040	21.10
25020B	ADS Senior Center Prevention Services	565,819	0	565,819	0.00
25021	Multnomah Project Independence	297,850	0	297,850	1.00
25022	ADS Adult Care Home Program	108,019	1,961,509	2,069,527	15.00
25023	ADS Long Term Care Program	1,844,183	27,339,968	29,184,151	258.00
25024A	ADS Adult Protective Services	1,018,530	4,892,444	5,910,974	44.40
25025A	Veterans' Services	114,213	247,247	361,460	3.33
25025B	Veterans' Services Expansion	235,375	0	235,375	2.67
25026A	ADS Public Guardian/Conservator	1,226,586	0	1,226,586	10.00
25027	ADS Administration	220,505	1,249,444	1,469,949	7.80
25030	ADS Elders in Action Commission and Personal Advocacy	168,493	0	168,493	0.00
25031	Protected Persons Special Advocate Program	50,000	0	50,000	0.00

# County Human Services

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Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Domestic V	iolence Services				
25041A	Domestic Violence Crisis Services	831,634	170,505	1,002,139	0.00
25042A	Domestic Violence Community Based Services	823,811	699,827	1,523,638	2.00
25043A	Domestic Violence Housing & Stabilization	199,655	514,403	714,058	0.00
25043B	Domestic Violence Housing & Stabilization Back Fill	58,016	0	58,016	0.00
25044A	Domestic Violence Administration & Coordination	707,139	71,142	778,281	6.00
25047A	Domestic Violence Enhanced Response Team	229,716	208,646	438,361	1.25
25047B	Domestic Violence Enhanced Response Team Back Fill	71,000	0	71,000	0.00
Mental Hea	lth and Addiction Services				
25050	MHASD Administration	232,230	1,077,985	1,310,216	6.00
25051	Mental Health Pilot-Crisis Assessment & Treatment Center (CATC) Behavioral Health Triage for Adults	658,721	0	658,721	0.00
25052	Medical Records for MHASD	729,447	78,509	807,955	9.00
25053	Mental Health Quality Management & Protective Services	1,036,097	3,274,452	4,310,549	23.10
25055A	Behavioral Health Crisis Services	1,258,760	4,933,633	6,192,393	16.54
25055B	Crisis Backfill	0	960,000	960,000	0.00
25056	Mental Health Crisis Assessment & Treatment Center (CATC)	1,197,500	2,251,550	3,449,050	0.00
25057	Inpatient, Subacute & Residential MH Services for Children	0	4,593,116	4,593,116	0.00
25058	Mental Health Commitment Services	1,179,117	3,907,414	5,086,531	25.50
25059	Peer-run Supported Employment Center	80,000	0	80,000	0.00
25060A	Mental Health Residential Services	1,111,683	7,100,406	8,212,090	8.00
25061	Adult Mental Health Initiative (AMHI)	0	3,705,951	3,705,951	7.25
25062	Mental Health Services for Adults	0	22,937,942	22,937,942	3.45
25063	Mental Health Treatment & Medications for the Uninsured	1,131,254	91,794	1,223,048	0.00
25064A	Early Assessment & Support Alliance	0	1,291,077	1,291,077	7.95
25065	Mental Health Services for Victims and Survivors of Domestic Violence	67,000	0	67,000	0.00

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Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Mental Hea	alth and Addiction Services (continued)				
25067A	Community Based MH Services for Children & Families	1,652,903	16,303,623	17,956,526	21.40
25068	Multnomah Wraparound	0	1,711,782	1,711,782	12.67
25075A	School Based Mental Health Services	675,874	1,315,199	1,991,073	14.83
25076A	Mental Health First Aid	103,500	0	103,500	0.00
25076B	Suicide Prevention Coordinator	86,107	0	86,107	1.00
25078A	Culturally Specific Mental Health Services	1,354,347	0	1,354,347	0.00
25080A	Adult Addictions Treatment Continuum	2,969,330	6,714,173	9,683,503	8.83
25085	Addiction Services Gambling Treatment & Prevention	0	517,403	517,403	0.17
25086	Addiction Services Alcohol & Drug Prevention	0	425,193	425,193	0.00
25088	Coordinated Diversion for Persons with Mental Illness	236,091	826,839	1,062,930	8.30
25090	Addictions Detoxification & Post Detoxification Housing	1,410,343	2,081,207	3,491,550	0.00
25094	Family & Youth Addictions Treatment Continuum	134,279	835,733	970,012	0.00
25098A	Family Involvement Team	0	272,435	272,435	0.00
Community	y Services				
25111A	Homeless Families Shelter & Emergency Services (HFSES)	1,233,460	1,257,972	2,491,432	0.00
25111C	HFSES - Coordinated Entry Expansion	25,000	0	25,000	0.00
25111E	HFSES - Coordinated Entry for Homeless Families	610,000	0	610,000	0.00
25115A	Homeless Benefit Recovery Project (HBR)	427,074	0	427,074	0.00
25118A	Community Services Administration (CSA)	801,415	0	801,415	6.50
25119	Energy Assistance	0	9,851,250	9,851,250	5.20
25121	Weatherization	0	4,395,606	4,395,606	6.80
25123	Community Healing Initiative	1,319,437	0	1,319,437	1.00
25133A	Housing Stabilization for Vulnerable Populations (HSVP)	2,209,818	1,543,396	3,753,214	3.69
25133B	HSVP - Short-Term Rent Assistance	500,000	0	500,000	0.00
25133C	HSVP - Streetroots	20,000	0	20,000	0.00
25133F	HSVP - Facility Based Transitional Housing	238,009	0	238,009	0

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Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Community	Services -(cont.)				
25133H	HSVP - Flex Funds for Veterans	50,000	0	50,000	0.00
25135A	Commercial Sexual Exploitation of Children (CSEC) - Victims System of Care	467,262	0	467,262	0.00
25136A	Homeless Youth System (HYS)	1,555,963	2,564,410	4,120,373	0.83
25136B	HYS - MH and Addictions Engagement Services	471,000	0	471,000	0.00
25138A	Runaway Youth Services (RYS)	833,446	169,172	1,002,618	0.17
25139A	Anti-Poverty Services (AP)	1,278,852	955,603	2,234,455	3.81
25139C	AP - Computers for Head Start Graduates	0	20,000	20,000	0.00
25140	Community Development	76,038	353,299	429,337	1.00
SUN Service	System				
25143	SUN Service System Administration	1,100,391	8,438	1,108,830	8.50
25145A	SUN Community Schools	4,759,891	1,003,833	5,763,724	3.00
25145B	SUN Community Schools Scale- Maintain & Expand	943,097	1,027,000	1,970,097	2.00
25147A	Child & Family Hunger Relief	248,915	0	248,915	1.00
25147B	Child and Family Hunger Relief Scale – Expand Services	200,000	0	200,000	0.00
25149A	Social & Support Services for Educational Success	2,028,582	317,680	2,346,262	1.00
25151	Parent Child Development Services	1,463,212	112,050	1,575,262	1.00
25152	Early Kindergarten Transition – Expand, sustain & deepen	168,476	0	168,476	0.50
25154	Alcohol, Tobacco & Other Drug Services	130,192	0	130,192	0.00
25155	Services for Sexual Minority Youth	113,819	0	113,819	0.00
25156A	Bienestar Social Services	693,441	0	693,441	5.60
25158	SUN Early Learning HUB Implementation	0	558,357	558,357	2.00
25159	School Attendance Supports	200,247	<u>0</u>	200,247	0.50
Т	otal Department of County Human Services	\$61,197,026	\$174,512,022	\$235,709,048	779.79

County	<u>, Human</u>	<b>Services</b>

fy2015 **proposed** budget

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#### Program #25000A - Director's Office

4/16/2014

**Department:** County Human Services **Program Contact:** Susan Myers

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Department of County Human Services (DCHS) Director's Office provides vision, leadership, and policy direction; facilitates the development of the department's mission and strategic direction; functions as the County's Mental Health Authority; and sets Departmental priorities that support the overall county mission.

#### **Program Summary**

The DCHS Director's Office oversees the programmatic and fiscal management of the department and ensures that programs and activities are responsive and accountable to our clients, the community, the Board of County Commissioners, our contractors and our funders. The Director's Office is responsible for the management of over \$234 million budget of contracted and direct services and a workforce of about 780 FTE.

This office is working to increase efficiencies in business practices and internal operations through its comprehensive strategic business plan which lays the foundation for: enhanced department-wide data analysis and performance evaluation; setting benchmarks and standards for quality services and conducting department-wide quality assurance and improvement efforts; and engaging in business system analysis to increase the efficient and effective use of technological systems. The Director's Office also oversees policy compliance, including HIPAA rules, coordinates legislative activities for the department and is responsible for emergency preparedness and disaster response planning.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of formal communications to employees <sup>1</sup>	57	50	50	50			
Outcome	Advisors agree/strongly agree with the statement: Overall DCHS does its job well. <sup>2</sup>	-	100%	100%	-			

<sup>&</sup>lt;sup>1</sup> Formal communications include director's brown bag sessions, all staff emails and meetings with staff groups such as district offices or the department Employees of Color employee group.

<sup>&</sup>lt;sup>2</sup> This outcome is measured by a survey of advisory group members in alternating years. The survey was completed January 2014 and will be repeated January 2016. Therefore no 'next year offer' is included.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$393,047	\$472,514	\$538,819	\$434,707
Contractual Services	\$151,302	\$86,083	\$416,709	\$121,000
Materials & Supplies	\$8,206	\$38,046	\$48,682	\$589
Internal Services	\$5,019	\$85,076	\$63,316	\$47,009
Total GF/non-GF	\$557,574	\$681,719	\$1,067,526	\$603,305
Program Total:	\$1,239,293		\$1,67	0,830
Program FTE	3.84	3.16	3.92	3.08

Program Revenues				
Indirect for Dept. Admin	\$102	\$0	\$0	\$0
Intergovernmental	\$0	\$681,719	\$0	\$603,305
Other / Miscellaneous	\$470,063	\$0	\$813,752	\$0
Total Revenue	\$470,165	\$681,719	\$813,752	\$603,305

#### **Explanation of Revenues**

\$427,053 - Title XIX \$176,252 - State Mental Health Grant Local Admin \$813,753 - County General Fund Department Indirect: Based on FY15 Dept Indirect Rates published by Central Finance

#### **Significant Program Changes**

Last Year this program was: 25000A Director's Office



#### Program #25000B - Director's Office - Business Systems Analysis

4/16/2014

Department: County Human Services Progra

Program Contact: Susan Myers

**Program Offer Type:** Administration **Program Offer Stage:** As Proposed

Related Programs: 25000A

**Program Characteristics:** 

#### **Executive Summary**

As a key component of the department's quality improvement efforts, the Business Process Coordinator works to streamline and consolidate the more than 80 data systems and databases currently in place; evaluates unmet technology and reporting needs; and directs the strategic effort for integrating data systems across the department. This position collaborates with county IT to provide cost-effective technology solutions to meet the department's business needs.

#### **Program Summary**

The Business Process Coordinator position is a key part of the department's quality improvement efforts, increasing our ability to harness advances in technology to streamline systems and move toward a higher level of data-driven decisions and improved program performance. In the long term, technical oversight provided by this position will enable the department to track and coordinate client services among multiple divisions and to make better programmatic decisions. The ultimate goal is to leverage technology to better serve our clients.

The Business Process Coordinator has a significant impact on ensuring fiscal accountability and data-driven decision making; providing management with more useful and timely information; reducing staff time spent on manual manipulation of data; partnering with IT to efficiently utilize resources; investigating options for the use of mobile technology for workers in the field; improving the ability to share data among different divisions, systems and locations; creating a road map for effective and fiscally responsible progression of data systems; developing a department-wide approach to data collection and analysis and developing, implementing and managing a governance structure for prioritizing IT projects.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Perform an inventory of DCHS data systems <sup>1</sup>	-	1	1	-			
Outcome	Develop plan for data consolidation and integration <sup>1</sup>	-	1	1	-			
Output	Number of internal business process reviews completed <sup>2</sup>	-	-	-	4			
Outcome	Processes reviewed will implement improvement plans to address performance issues <sup>2</sup>	-	-	1	100%			

<sup>&</sup>lt;sup>1</sup> These measures are being discontinued.

<sup>&</sup>lt;sup>2</sup> Key business processes will be assessed for their ability to fulfill objectives. Improvement plans will correct deficiencies and restore the process to acceptable performance levels.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$100,000	\$0	\$109,852	\$0
Materials & Supplies	\$0	\$0	\$1,603	\$0
Internal Services	\$0	\$0	\$575	\$0
Total GF/non-GF	\$100,000	\$0	\$112,030	\$0
Program Total:	\$100,000		\$112	2,030
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### **Significant Program Changes**

Last Year this program was: 25000E Director's Office - Business Systems Analys



#### Program #25000C - Director's Office - Grant Writing Capacity

4/16/2014

Department:County Human ServicesProgram Contact:Susan MyersProgram Offer Type:Innovative/New ProgramProgram Offer Stage:As Proposed

Related Programs: 25000A

**Program Characteristics:** 

#### **Executive Summary**

The purpose of the DCHS Grant writer position is to identify and access grants and coordinate grant- seeking efforts across the department. DCHS is missing potential funding opportunities that could enhance program development and increase service capacity. This position will write grant proposals as well as coordinate DCHS and county efforts.

#### **Program Summary**

As a key participant in the department's policy and quality improvement efforts, the grant writer will work with department leadership and staff to maximize and coordinate our ability to enhance service delivery across the county as well as to identify resources to support department infrastructure. As the state is increasingly moving toward competitive proposals for funding we previously received through formula allocations, this position is critical in helping to ensure that we continue to maintain funding levels. The grant writer will identify and track public and private funding opportunities, develop grant proposals and budgets, and provide technical assistance to DCHS staff and community partners in program planning, proposal writing and grant management. This position will also enhance our ability to collaborate across the county, aligning our efforts with the county's central grants coordinator and with those of the Health Department and Community Justice.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of grant proposals completed	-	-	-	6	
Outcome	Percentage of successful awards	-	-	-	50%	

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$99,987	\$0
Materials & Supplies	\$0	\$0	\$1,603	\$0
Internal Services	\$0	\$0	\$575	\$0
Total GF/non-GF	\$0	\$0	\$102,165	\$0
Program Total:	\$	\$0		2,165
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### **Significant Program Changes**

Last Year this program was:



#### Program #25001A - Human Resources

4/16/2014

Department: County Human Services Program Contact: Urmila Jhattu

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

DCHS Human Resources supports nearly 800 regular and temporary employees located throughout the county. HR services include recruiting, hiring and retaining staff; workforce and succession planning; new employee orientation; employee/labor relations; records management; management and employee training; employment law and labor contract compliance; and performance management consultation.

#### **Program Summary**

The Human Resources team provides services and consultation to managers and employees. Represented employees are covered by one of two labor contracts and some work multiple shifts/schedules that span 24 hour/daily operations.

Principal functions and goals of the Human Resources group include: 1. Organizational consultation to ensure HR services and strategies support and add value to DCHS business strategies; 2. Performance management coaching to ensure fair and equitable treatment for all employees and adherence to the county's personnel rules, policies and labor contracts; 3. Integration of departmental HR services with Central Human Resources and Labor Relations to develop and implement consistent and effective HR solutions and programs; 4. Succession and workforce planning to ensure a diverse and talented pool of employees to fill future openings.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of recruitments conducted	240	175	290	265	
Outcome	Number of employee grievances that rise to step 2 <sup>1</sup>	-	-	5	4	

<sup>&</sup>lt;sup>1</sup> This is a new measure. The reduction of grievances may be an indicator that supervisors and employees are addressing conflicts and disagreements earlier in the process so a grievance is not filed.

#### **Legal / Contractual Obligation**

Federal, state, local laws, rules and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, uniformed service employment and re-employment rights act and a variety of other employment related issues. Two labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, performance and employee development and other matters pertaining to employment and retention.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$288,384	\$585,330	\$299,554	\$564,540
Contractual Services	\$1,500	\$0	\$1,500	\$0
Materials & Supplies	\$18,430	\$2,000	\$17,200	\$4,150
Internal Services	\$87,770	\$12,822	\$76,603	\$26,873
Total GF/non-GF	\$396,084	\$600,152	\$394,857	\$595,563
Program Total:	\$996,236		\$990	,421
Program FTE	2.31	4.69	2.31	4.69

Program Revenues				
Intergovernmental	\$0	\$600,152	\$0	\$595,565
Other / Miscellaneous	\$300,906	\$0	\$393,020	\$0
Total Revenue	\$300,906	\$600,152	\$393,020	\$595,565

#### **Explanation of Revenues**

\$424,480 - Title XIX

\$171,085- State Mental Health Grant Local Admin

\$393,020 - County General Fund Department Indirect: Based on FY15 Dept Indirect Rates published by Central Finance

#### Significant Program Changes

Last Year this program was: 25001 Human Resources



#### Program #25002 - Business Services

4/16/2014

**Department:** County Human Services **Program Contact:** Rob Kodiriy

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Department of County Human Services (DCHS) Business Services provides administrative, financial and business support for the department. Services include development, management and administration of the department's annual budget; grants management; accounts receivable; accounts payable; purchasing; facilities coordination; and customer service via the reception desk. Business Services staff serve as liaison between the department and internal service providers such as County Finance, Central Budget, and the Department of County Assets.

#### **Program Summary**

Business Services supports the work of the department by providing: budget development, management and reporting; accounts payable and receivable; grant accounting and reporting for over 100 funding sources; and implementation of, and compliance with, all county, state and federal fiscal policies and procedures related to the business of this department.

Business Services personnel provide administrative and support services for the department; work closely with Contracts Unit; work across the county with other departments and agencies; function as liaison staff serves as liaison between the department and internal service providers such as County Finance, Central Budget, and the Department of County Assets.

DCHS Business Services provides responsible leadership; sound budgetary and financial management; and delivers results that are consistent with the department's and county's priorities.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of invoices paid in 30 days or less	83%	76%	77%	80%		
Outcome	Percent of financial reports submitted to the grantor error free	99%	99%	99%	99%		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,495,720	\$879,249	\$1,364,655	\$1,026,703
Contractual Services	\$874,891	\$14,234	\$907,759	\$14,200
Materials & Supplies	\$51,209	\$55,516	\$28,894	\$30,639
Internal Services	\$110,124	\$193,716	\$232,995	\$143,644
Total GF/non-GF	\$2,531,944	\$1,142,715	\$2,534,303	\$1,215,186
Program Total:	\$3,67	\$3,674,659		9,489
Program FTE	15.86	9.64	14.26	10.74

Program Revenues				
Indirect for Dept. Admin	\$4,983	\$0	\$3,320	\$0
Intergovernmental	\$0	\$1,142,715	\$0	\$1,215,186
Other / Miscellaneous	\$826,421	\$0	\$871,741	\$0
Total Revenue	\$831,404	\$1,142,715	\$875,061	\$1,215,186

#### **Explanation of Revenues**

\$715,387 - Title XIX

\$368,251- State Mental Health Grant Local Admin

\$131,548 - Oregon Health Plan Premium(OHP)

\$871,741 - County General Fund Department Indirect: Based on FY15 Dept Indirect Rates published by Central Finance

#### Significant Program Changes

Last Year this program was: 25002 Business Services



#### Program #25003 - Contracts Unit

4/16/2014

Department: County Human Services Program Contact: Priscilla Salvador

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The DCHS Contracts Unit coordinates and provides all procurement and contracting functions for the department. The unit serves as liaison between the department and county Central Purchasing. Nearly 60% of the total funds in the department are contracted to community-based providers for services to the vulnerable populations served by DCHS. The unit ensures implementation of and compliance with county contracting and procurement policies and procedures.

#### **Program Summary**

The DCHS Contracts Procurement Unit (CPU) provides procurement development and contract support for an estimated 450 contracts, amendments, and purchase orders for all divisions in the department.

CPU is guided by Multnomah County PUR Administrative Procedures and Public Contract Review Board's (PCRB) Rules. CPU is involved in all stages of contracting framework: contract planning; contract development; contract administration. CPU serves as a liaison between County Central Purchasing and DCHS, implementing countywide sustainability and other initiatives. CPU also works in close cooperation with Business Services Unit and all divisions to ensure timely payment and monitoring, evaluation, and involvement in purchasing decisions.

In FY 2015, CPU staff will continue to adjust to using the implemented Supplier Relationship Management(SRM) procurement and contract system.

Along with department divisions, the Contracts Unit will continue the implementation of the Contract System Redesign process.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of executed contracts and amendments <sup>1</sup>	400	400	450	400		
Outcome	Percent of annual contracts executed prior to start date <sup>2</sup>	100%	50%	84%	75%		

<sup>&</sup>lt;sup>1</sup>The estimated number of new contracts written for FY15 will decrease to 400 due to the five year contract cycles ending. Consequently, updating the internal SAP contract documents has added to the workload.

<sup>&</sup>lt;sup>2</sup> The newly implemented Supplier Relationship Management (SRM), a procurement contract database system still impacts the overall contract outcome for FY15.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$947,407	\$43,064	\$950,794	\$26,812
Contractual Services	\$5,056	\$0	\$5,056	\$0
Materials & Supplies	\$13,648	\$4,294	\$15,356	\$3,000
Internal Services	\$93,699	\$0	\$104,241	\$200
Total GF/non-GF	\$1,059,810	\$47,358	\$1,075,447	\$30,012
Program Total:	\$1,107,168		\$1,10	5,460
Program FTE	9.53	0.47	9.70	0.30

Program Revenues				
Intergovernmental	\$0	\$47,358	\$0	\$30,012
Total Revenue	\$0	\$47,358	\$0	\$30,012

#### **Explanation of Revenues**

\$30,012 - State Mental Health Grant Local Admin

#### **Significant Program Changes**

Last Year this program was: 25003 Contracts Unit



#### Program #25010A - DD Administration & Support

4/16/2014

Department: County Human Services Program Contact: Mohammad Bader

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Developmental Disabilities Administration provides oversight and assures Medicaid status of the Developmental Disabilities Services Division. This unit ensures more than 4,700 people are provided quality case management, and, where eligible, provides residential, employment and in-home supports and protective services in the community. Administration leads the agency in continuous quality performance improvement through records management; monthly quality assurance activities that include comprehensive file reviews, staff training and site visits; and strategic analysis of DDSD business functions.

#### **Program Summary**

Developmental Disabilities Administration oversees all programs and partners, and seeks resolution on complaints and grievances. In addition, the program influences state policy. It maximizes resources by leveraging local funds and collaborating with other counties; develops the workforce; and seeks to continuously improve service delivery. Administration supports the accountability of leadership, resource management and performance-based outcomes, assures monitoring for health and safety and that outreach is extended to diverse under-represented populations. The division leverages federal match for administrative services using county funds to provide administrative tracking and oversight required by the state.

In an effort to shift towards industry best practices there have been some significant changes to the methodology used for quality assurance in the division. In this new methodology, DD management reviews client records using a stratified sampling method with a more focused review that is statistically valid, and is in compliance with federal and state requirements and the most recent Oregon Administrative Rule changes. Medicaid compliant files are primary as in-home supports are expanded via the new Community First Choice State Plan Option (K Plan). Along with these changes, the division has also improved its performance outcome measures as a result of consultation with the Federal Centers for Medicare and Medicaid Services Technical Assistance contractor. Although the methodology will result in fewer audited records as a program output, the revised audit sampling will have greater validity than in the past.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of client records audited annually for Medicaid compliance <sup>1</sup>	3,900	1,300	1,500	720			
Outcome	% of records audited that are Medicaid compliant <sup>2</sup>	75.9%	70.0%	85.7%	-			
Outcome	% of federally-funded plans re-authorized annually <sup>3</sup>	-	-	-	100%			

<sup>&</sup>lt;sup>1</sup> Reduction of this output for FY15 reflects both the reduction due to moving toward a stratified sampling method for auditing as well as a reduction in staff capacity.

<sup>&</sup>lt;sup>2</sup> Discontinue this measure.

<sup>&</sup>lt;sup>3</sup> New measure to better reflect CMS requirement and programmatic risk for repayment of funds if outcome is not achieved.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,463,617	\$0	\$1,460,935
Contractual Services	\$843,968	\$135,000	\$863,968	\$11,000
Materials & Supplies	\$0	\$17,975	\$0	\$18,758
Internal Services	\$0	\$226,020	\$0	\$188,988
Total GF/non-GF	\$843,968	\$1,842,612	\$863,968	\$1,679,681
Program Total:	\$2,686,580		\$2,54	3,649
Program FTE	0.00	17.00	0.00	16.79

Program Revenues				
Intergovernmental	\$0	\$1,590,971	\$0	\$1,679,681
Beginning Working Capital	\$0	\$251,641	\$0	\$0
Total Revenue	\$0	\$1,842,612	\$0	\$1,679,681

#### **Explanation of Revenues**

\$1,483,235 - State Mental Health Grant Local Admin \$196,446 - State Mental Health Grant Case Management

#### **Significant Program Changes**

Last Year this program was: 25010 DD Administration & Support



#### Program #25011 - DD Systems, Contracts and Budget

4/16/2014

**Department:** County Human Services **Program Contact:** Dan Haynes

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Developmental Disabilities Systems, Contracts and Budget unit provides oversight for the division's budget, systems for enrolling clients into services, and procurements and contracts. The unit manages funding for comprehensive and in-home services to clients, tracks and verifies revenue, ensures funds are applied to appropriate cost centers, and oversees expenses and changes that are incurred. The unit conducts monthly review of each service element to ensure they balance to the state Client Process Monitoring System (CPMS) and to the state's payment system (eXPRS).

#### **Program Summary**

In maintaining and managing the personnel budget, the division works with the Department Administration and Business Services to identify revenue versus positions and costs to develop an annual budget for the division. As the designated local authority the unit is responsible for management of contracts with providers which involves determination of regulatory requirements; initiation of appropriate contracts, amendments and negotiation of contract terms and conditions; as well as public procurements and following and implementing county administrative procedures.

The unit is responsible for tracking and verifying revenue for 24-hour residential, supported living, foster care, employment, transportation and rent subsidy which are direct pay to providers from the state; county crisis funds, family support funds, children's long-term diversion and adult in-home services which are paid through the county to providers as well as tracking and verifying revenues for adult protective services, targeted case management and Local Administration funds which are for personnel and operating expenses. This includes the ongoing review and reporting of funding allocations, service expenditures, completing and securing budget approval, verifying client enrollment in the service and required reporting. In managing the revenue and expenditures, the unit tracks all budget costs for 128 employees and approximately 1,383 clients in comprehensive waivered services.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	% of 0337 enrollment forms accurately processed monthly <sup>1</sup>	92.92%	95.0%	99.17%	95.0%		
Outcome	% of errors noted in monthly CPMS reconciliation <sup>2</sup>	0.0%	3.5%	0.0%	3.5%		

<sup>&</sup>lt;sup>1</sup> The 0337 enrollment form is the mechanism by which clients are entered into and exited from services. This program is responsible for ensuring accurate completion and data entry into the State eXPRS payment system.

<sup>&</sup>lt;sup>2</sup> This unit is responsible for reconciling expenditures to funds received from Office of Developmental Disabilities Services for support services. This reconciliation ensures that our information corresponds to what the State CPMS system reports.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$916,851	\$0	\$931,538
Contractual Services	\$582,696	\$3,159,462	\$582,696	\$3,468,652
Materials & Supplies	\$0	\$8,847	\$0	\$10,438
Internal Services	\$0	\$104,975	\$0	\$101,031
Total GF/non-GF	\$582,696	\$4,190,135	\$582,696	\$4,511,659
Program Total:	\$4,772,831		\$5,09	4,355
Program FTE	0.00	9.00	0.00	9.00

Program Revenues				
Intergovernmental	\$0	\$4,190,135	\$0	\$4,511,657
Total Revenue	\$0	\$4,190,135	\$0	\$4,511,657

#### **Explanation of Revenues**

\$103,393 - Housing Authority of Portland \$1,022,485 - State Mental Health Grant Local Admin \$66,000 - Crisis Intervention \$2,267,093 - Self-Directed Individual/Families \$3,000 - Special Projects \$299,310 - Foster Care \$216,894 - Family Support Services \$512,962 - Long Term Support for Children \$20,520 - Regional Crisis Coordination

#### Significant Program Changes

Last Year this program was: 25011 DD Systems, Contracts and Budget



#### Program #25012 - DD Services for Adults

4/16/2014

**Department:** County Human Services **Program Contact:** Aubrey Davis

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program case manages approximately 1,215 adult Medicaid recipients out of the approximately 4,700 total caseload of developmentally disabled consumers. Of the adult consumers, approximately 1,215 are actively enrolled in a funded residential and/or vocational program under the Home and Community Based Waiver. The primary responsibility is to monitor over 560 residential, adult foster care, supported living and vocational service sites to assure that providers are in compliance with the Oregon Administrative Rules and also to assure the health and safety of the program consumers.

#### **Program Summary**

Case Management services for adults with developmental disabilities are person-centered with the goal of linking clients with services and resources in their neighborhoods. In addition, staff assist clients in applying for financial and housing benefits. Monitoring customer health and safety is our primary responsibility. Case Management assists customers by involving family, friends and community partners in their lives in order to promote an enriched quality of life by developing skills, confidence, self-worth and independence in order to assist adults with developmental disabilities in the areas of self-care, behavior and resource coordination. This program partners with state and local organizations that have mutual interest in our clients, such as Community Justice, Mental Health and the Department of Vocational Rehabilitation. Through program interventions to avert crisis situations and monitoring of customer and provider health and safety concerns, instances of abuse are more likely to be detected and investigated assuring the customer to continue to live more independently. The importance of monitoring will continue to increase as funding reductions are made to programs serving adults.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total number of adults served	1,469	2,350	1,758	1,750		
Outcome	Total monitoring visits for residential sites <sup>1</sup>	11,750	5,000	10,848	10,000		

<sup>&</sup>lt;sup>1</sup> The increase from 5,000 to 10,000 visits reflects a change in the program model to emphasize the value and frequency of monitoring visits.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$3,290,597	\$0	\$3,372,331
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$35,448	\$0	\$43,687
Internal Services	\$0	\$418,629	\$0	\$440,338
Total GF/non-GF	\$0	\$3,754,674	\$0	\$3,866,356
Program Total:	\$3,754,674		\$3,866,356	
Program FTE	0.00	36.00	0.00	37.01

Program Revenues					
Intergovernmental	\$0	\$3,649,504	\$0	\$3,866,355	
Beginning Working Capital	\$0	\$105,170	\$0	\$0	
Total Revenue	\$0	\$3,754,674	\$0	\$3,866,355	

#### **Explanation of Revenues**

\$506,550 - State Mental Health Grant Local Admin \$3,328,044 - State Mental Health Grant Case Management \$31,761 - State Mental Health Grant Flex Funding

#### Significant Program Changes

Last Year this program was: 25012 DD Services for Adults

New language in Oregon Administrative Rules includes stronger requirements for site visits and monitoring of client services than in the past, resulting in a substantially increased number of monitoring visits. Service Coordinators must monitor services in the ISP, the residential facility, financial records, medication management and behavior support services, plus followup monitoring from protective services and incident reporting.



# Program #25013 - DD Services for Children

4/16/2014

**Department:** County Human Services **Program Contact:** Sherrelle Owens

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program case manages approximately 1,300 children (birth to 18) who have been determined to have a developmental disability out of the 4,700 total caseload of developmentally disabled consumers. The majority of the children served live in their family homes. Services for these children include referrals to community resources, family to family support groups, assistance with school programs and training opportunities for families. These services allow children with serious disabilities to remain in their family homes to prevent placement in child foster care and residential sites.

### **Program Summary**

Services for children are child-centered and family focused, providing assistance required to maintain the child in the family home. The Children's and Young Adults Case Management Program (CYAP) provides child-centered planning and supports help to identify the customer's interests, focus on strengths, promote independence and self-worth, and map out family, friends and community members as potential resources. As a child approaches 18 planning is done to transition the customer to adult services. Funding for In-home support services to help keep children in their family home significantly increased this year with the introduction of the K-Option Waiver (Kplan). This increase has significantly impacted the work load of Service Coordinators. Examples include: increased number of face to face visits per client from annually to quarterly; monthly billable service required for all in waivered case management, compared to as needed; now 100% of all clients receiving K Plan services are required to have a needs assessment completed annually; increased requirements for documents and checklists that were not previously required, such as ten additional forms total for the Annual Service Plan, Child's Needs Assessment and Level of Care required assessments, eight additional forms if OSIP-M presumptive Medicaid eligibility application is required, one additional K Plan funded services form, and twenty-three to twenty-five additional forms for payroll enrollment with the fiscal intermediary if a funded plan is approved via the K Plan.

The program partners with state and local organizations that have mutual interest in our clients. This partnership strengthens families and helps to reduce the higher costs of out-of-home crisis placements or permanent placement in institutions. CYAP has also partnered with MHASD Children's System of Care Wraparound Program by funding a CM2 position that works half time in MHASD Wraparound and half time in DDSD. The goal of this position is to address systems barriers faced by dually served clients and provide education to providers/system about each others programs to enhance service delivery, accessibility of services, and cross training.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of children served	1,285	1,300	1,351	1,300			
Outcome	% of children retained in the family home <sup>1</sup>	-	85.0%	87.83%	88.0%			

#### **Performance Measures Descriptions**

<sup>&</sup>lt;sup>1</sup> This is a new measure in FY14, so there is no data for FY13.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$3,154,202	\$0	\$3,000,058
Contractual Services	\$24,140	\$0	\$24,140	\$0
Materials & Supplies	\$0	\$32,241	\$0	\$39,428
Internal Services	\$0	\$382,988	\$0	\$407,391
Total GF/non-GF	\$24,140	\$3,569,431	\$24,140	\$3,446,877
Program Total:	\$3,593,571		\$3,47	1,017
Program FTE	0.00	33.80	0.00	34.00

Program Revenues					
Intergovernmental	\$0	\$3,385,823	\$0	\$3,446,878	
Beginning Working Capital	\$0	\$183,608	\$0	\$0	
Total Revenue	\$0	\$3,569,431	\$0	\$3,446,878	

# **Explanation of Revenues**

\$320,913 - State Mental Health Grant Local Admin \$3,057,558 - State Mental Health Grant Case Management \$68,407 - State Mental Health Grant Regional Crisis Coordination

# Significant Program Changes

Last Year this program was: 25013 DD Services for Children

The introduction of the K-Option Waiver (Kplan) has significantly impacted the work load of Service Coordinators. Examples include: increased number of face to face visits per client from annually to quarterly; monthly billable service required for all in waivered case management, compared to as needed; now 100% of all clients receiving K Plan services are required to have a needs assessment completed annually; increased requirements for documents and checklists that were not previously required, such as ten additional forms total for the Annual Service Plan, Child's Needs Assessment and Level of Care required assessments, eight additional forms if OSIP-M presumptive Medicaid eligibility application is required, one additional K Plan funded services form, and twenty-three to twenty-five additional forms for payroll enrollment with the fiscal intermediary if a funded plan is approved via the K Plan.



#### Program #25014 - DD Abuse Investigations

4/16/2014

**Department:** County Human Services **Program Contact:** Dan Haynes

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Abuse Investigation Team reviews all serious event reports submitted to the division. The team determines which events meet Oregon's definitions of abuse and neglect and conducts investigations of those incidents. Abuse investigators screen approximately 1,300 serious event reports per year and open an average of 260 investigations annually. They answer requests and telephone inquiries from a wide range of parties including division staff, staff and management of provider agencies, law enforcement, other DCHS programs and the general public.

### **Program Summary**

The primary responsibility of the investigation unit is to ensure timely and appropriate safety plans are in place for clients when necessary, as well as to conduct thorough and unbiased investigations of alleged abuse and neglect. Investigators perform these duties as the designee of the State of Oregon and under the oversight of the Office of Adult Abuse Prevention and Investigations (OAAPI).

The team investigates allegations of abuse, neglect or exploitation of adults now or previously enrolled in the Developmental Disabilities system. This includes clients served by brokerages, who do not receive county case management services. Brokerages are a secondary case management system to which clients may be referred. However, the County Developmental Disabilities Program retains Medicaid responsibilities for these clients, including abuse investigations. As of 2010, the abuse investigators have jurisdiction and responsibility to investigate care providers and non-care providers when a trusted relationship exists under expanded definitions of abuse in accordance with OAR 407-045 -0260.

The team maintains ongoing relationships with local, state and federal law enforcement agencies and participates in the District Attorney's Multi-Disciplinary Team as legislated in Oregon Revised Statute 430.735 to 430.765.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of investigations closed	200	240	224	240			
Outcome	% of abuse referrals screened within 5 working days	96.42%	90.0%	94.3%	90.0%			

# **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$212,278	\$780,893	\$300,747	\$607,199
Contractual Services	\$0	\$24,060	\$0	\$1,000
Materials & Supplies	\$2,459	\$5,405	\$3,830	\$7,542
Internal Services	\$29,041	\$63,889	\$52,183	\$108,025
Total GF/non-GF	\$243,778	\$874,247	\$356,760	\$723,766
Program Total:	\$1,118,025		\$1,08	0,526
Program FTE	2.50	7.50	3.50	6.50

Program Revenues					
Intergovernmental	\$0	\$787,182	\$0	\$723,766	
Beginning Working Capital	\$0	\$87,065	\$0	\$0	
Total Revenue	\$0	\$874,247	\$0	\$723,766	

# **Explanation of Revenues**

\$204,302 - State Mental Health Grant Local Admin \$519,464 - State Mental Health Grant Abuse Investigation Services

# **Significant Program Changes**

Last Year this program was: 25014 DD Abuse Investigations



## Program #25015A - DD Monitoring and Crisis Services

4/16/2014

**Department:** County Human Services **Program Contact:** Dan Haynes

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Developmental Disabilities Monitoring and Crisis Services Unit has oversight of 24-hour comprehensive residential and employment programs, transportation, and support brokerage services, and provides crisis services to more than 3,000 adults and children with developmental disabilities who qualify for comprehensive services. These services range from short- term crisis support or crisis placement, to in-home supports and/or long-term residential placements.

### **Program Summary**

To access comprehensive and support services the individual must be Medicaid eligible and have a functional assessment completed. Supports can include: accessing a crisis bed, behavior consultation, nursing support, respite and other supports needed to stabilize the client; and long-term supports including residential placement, supported living, in-home supports and employment/alternatives to employment.

The unit is responsible for arranging crisis placements and quick response and technical assistance, as well as monitoring services provided by contracted agencies and/or families. These supports are accessed through a functional assessment when support needs change. Clients accessing crisis services tend to be at high risk due to vulnerability resulting from their disabilities or find themselves in volatile living situations.

The unit also completes programmatic monitoring to ensure compliance with county contracts, Oregon Administrative Rules and Oregon Statutes. They participate in on-site licensing reviews conducted by the state Office of Developmental Disabilities Services and provide contractors with technical assistance to support them in meeting requirements. The unit monitors health and safety issues that are programmatic as opposed to client-specific concerns. They work with the Abuse Investigations team to ensure required actions are completed and ongoing issues are addressed.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of programmatic monitoring visits performed by the unit	461	400	462	400			
Outcome	% of clients receiving crisis services, who are stable at 6 months post crisis <sup>1</sup>	82.2%	80.0%	86.6%	-			
Outcome	% of adults requesting a crisis placement who are placed safely within 2 business days <sup>2</sup>	-	-	-	90.0%			

#### **Performance Measures Descriptions**

<sup>&</sup>lt;sup>1</sup>Discontinue this measure.

<sup>&</sup>lt;sup>2</sup>New outcome measure to better reflect Region I's changing responsibilities resulting from Community First Choice Option (K Plan) implementation.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,434,962	\$0	\$1,318,535
Contractual Services	\$0	\$652,965	\$0	\$570,300
Materials & Supplies	\$0	\$13,999	\$0	\$14,949
Internal Services	\$0	\$189,200	\$0	\$181,475
Total GF/non-GF	\$0	\$2,291,126	\$0	\$2,085,259
Program Total:	\$2,291,126		\$2,08	5,259
Program FTE	0.00	14.35	0.00	13.35

Program Revenues					
Fees, Permits & Charges	\$0	\$15,000	\$0	\$13,000	
Intergovernmental	\$0	\$2,165,953	\$0	\$2,072,259	
Beginning Working Capital	\$0	\$110,173	\$0	\$0	
Total Revenue	\$0	\$2,291,126	\$0	\$2,085,259	

# **Explanation of Revenues**

\$440,811 - State Mental Health Grant Local Admin

\$116,274 - State Mental Health Grant Case Management

\$500,000 - State Mental Health Grant Crisis Intervention Services

\$1,015,174 - State Mental Health Grant Regional Crisis Coordination

\$13,000 - Miscellaneous Fees (based on historical averages)

# Significant Program Changes

Last Year this program was: 25015 DD Monitoring and Crisis Services



## Program #25016A - DD Eligibility & Intake Services

4/16/2014

**Department:** County Human Services **Program Contact:** Dan Haynes

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Eligibility is the entryway to developmental disabilities services and introduces potential clients to all county services. Intakes average 68 people per month with an approximate total of 815 per year. Per Oregon Administrative Rules, eligibility must be re-determined for children at age 7, at age 18 for individuals with intellectual disabilities and at age 22 for individuals with developmental disabilities. Roughly 280 clients per year are re-evaluated to determine continuing eligibility for developmental disabilities services.

#### **Program Summary**

The Intake and Eligibility Program is the single point of access to services for people with intellectual and developmental disabilities. The program strives to provide excellent customer services to all applicants. Regular community outreach is conducted to increase awareness of Multnomah County Developmental Disabilities services and application process. Intake appointments are provided in the office or in the community including the applicant's home. Intakes are conducted in the applicant's primary language through the use of bilingual staff or an interpreter services. Individuals moving from out of state are offered a preliminary eligibility review to reduce relocation challenges. The division has the capability of providing bilingual intakes in Spanish, Vietnamese, Russian, Mandarin, Cantonese and Farsi. Applicants found not eligible are provided referrals to community resources. Eligible clients are paired with a Multnomah County Developmental Disabilities case manager who will assist with accessing a menu of services based on the client's level of care. Additionally the Housing Specialist provides backup clinical support and emergency housing and rent assistance to vulnerable clients.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of intake eligibility referrals	784	775	650	815			
Outcome	% of referrals made eligible for DD services	74.69%	75.0%	76.8%	75.0%			

#### **Performance Measures Descriptions**

As these continuing performance measures apply only to eligibility and intake, they do not reflect the loss of services resulting from elimination of the Housing Specialist. The Scaled Offer adds performance measures for housing.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$333,752	\$519,150	\$237,735	\$527,184
Contractual Services	\$30,000	\$0	\$25,398	\$0
Materials & Supplies	\$3,290	\$4,571	\$2,728	\$6,558
Internal Services	\$38,914	\$54,014	\$35,037	\$63,033
Total GF/non-GF	\$405,956	\$577,735	\$300,898	\$596,775
Program Total:	\$983,691		\$897	,673
Program FTE	3.35	4.65	2.35	5.65

Program Revenues					
Intergovernmental	\$0	\$483,902	\$0	\$596,775	
Beginning Working Capital	\$0	\$93,833	\$0	\$0	
Total Revenue	\$0	\$577,735	\$0	\$596,775	

# **Explanation of Revenues**

\$596,775 - State Mental Health Grant Local Admin

# Significant Program Changes

Last Year this program was: 25016 DD Eligibility & Intake Services



## Program #25020A - ADS Access & Early Intervention Services

4/16/2014

Department: County Human Services Program Contact: Lee Girard

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 25020B

**Program Characteristics:** 

#### **Executive Summary**

Aging and Disability Services Division (ADS) Access and Early Intervention Services is the first point of contact for the county's 220,000 older adults and people with disabilities. Over 64,000 callers receive information and assistance and 12,657 people receive a variety of in-home, community and emergency services that support independence and prevent institutionalization and homelessness. These services are provided through the 24/7 Aging and Disability Resource Connection (ADRC) Helpline, five District Senior Centers and nine Culturally-specific Contractors.

### **Program Summary**

Aging and Disability Services Division (ADS) is the Area Agency on Aging and Disability for Multnomah County and as such is mandated to provide a comprehensive, coordinated service delivery system for older adults and people with disabilities, emphasizing low-income, limited English-speaking, ethnic minorities and frail persons. The Area Agency's goal is to help people stay active, independent and healthy, preventing or delaying nursing home admission. ADS employs evidence-based culturally competent practices to ensure effective outcomes.

Aging and Disability Resource Connection (ADRC) Helpline and District Senior Center employees and volunteers counsel and connect older adults, people with disabilities, and their families to county and community resources, public benefits, long term care services and emergency services. Last fiscal year, ADS, together with contracted partners, provided options counseling, case management and in-home services, including home-delivered meals, to more than 7,800 older adults and people with disabilities and their families. These services are funded through Oregon Project Independence, the Older Americans Act and County General Fund.

Transportation was provided to 1,442 individuals so they could access medical, nutrition and social supports. District Senior Centers provided over 86,000 health, wellness and recreation activities to older adults in the county. The ADS network provided 616,556 congregate and home-delivered meals in the last fiscal year. Culturally-specific community organizations provided targeted outreach and nutrition services to 894 ethnic and racial minority elders.

Emergency Services help vulnerable older adults and people with disabilities avoid homelessness and acute health emergencies by providing emergency housing assistance to over 540 individuals, and emergency prescription and special medical assistance to 187 individuals. Over 84% of people receiving bed bug mitigation assistance were able to retain their housing after six months.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Individuals receiving in-home, community and emergency services	12,657	13,000	12,080	12,000		
Outcome	Clients served who are ethnic/racial minorities (% of total elders served)	25%	23%	25%	25%		
Outcome	ADRC Helpline and District Senior Center Calls	64,462	56,000	73,292	72,000		

#### **Performance Measures Descriptions**

## Legal / Contractual Obligation

ADS, as the state designated Area Agency on Aging and Disability for Multnomah County, is mandated under the most recent revision of the Older Americans Act, PL 109-365 amending Section 306 42USC 3026, and by Oregon Revised Statute 410.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$894,917	\$1,362,700	\$769,222	\$1,606,793
Contractual Services	\$2,340,649	\$4,102,139	\$2,207,205	\$4,128,170
Materials & Supplies	\$29,580	\$61,890	\$31,223	\$98,355
Internal Services	\$467,681	\$527,561	\$532,422	\$623,650
Total GF/non-GF	\$3,732,827	\$6,054,290	\$3,540,072	\$6,456,968
Program Total:	\$9,787,117		\$9,99	7,040
Program FTE	9.36	13.04	8.22	12.88

Program Revenues				
Indirect for Dept. Admin	\$17,237	\$0	\$31,574	\$0
Fees, Permits & Charges	\$0	\$40,470	\$0	\$0
Intergovernmental	\$0	\$5,604,909	\$0	\$6,094,302
Other / Miscellaneous	\$0	\$0	\$0	\$16,975
Beginning Working Capital	\$0	\$254,717	\$0	\$147,000
Service Charges	\$0	\$154,194	\$0	\$198,690
Total Revenue	\$17,237	\$6,054,290	\$31,574	\$6,456,967

#### **Explanation of Revenues**

\$2,221,330 - Older Americans Act federal funds; \$1,177,097 - Oregon Project Independence; \$501,257 - Veteran's Medical Center; \$885,728- Title XIX; \$1,850 - City of Fairview; \$3,000 - City of Troutdale; \$40,470 - Fees & Donations; \$158,220 - Contractor Rentals; \$242,875 - Corporation of National & Community Foster Grandparent Program; \$147,000 - Beginning Working Capital; \$391,802 - US Department of Agriculture; \$455,140 - Community Care Transition; \$51,666 MIPPA; \$86,376 - Gatekeeper Training; \$93,156 - various smaller Federal/State grants

## Significant Program Changes

Last Year this program was: 25020A ADS Access & Early Intervention Services

This offer incorporates FY14 PO #25028 "Bed Bug Eviction Mitigation" and partial funds from PO #25037 "ADS Restore County General Fund Match to Maintain Staffing". Veteran's Services has been moved to new PO #25025A. ADS faces the loss of \$565,819 in one-time funding from the County and City of PDX for District Senior Center health, wellness and prevention services - see PO #25020B-ADS Senior Center Prevention Services. Prior to FY14 these were ongoing funds from the City of Portland. A total of net 3.30 FTE was reduced as follows: reduced .50 FTE Office Assistant 2 (transferred to PO#25025A-Veterans Services); added 1.00 FTE Comm. Info Spec.; reduced 1.00 FTE Case Manager Sr. and reduced 2.80 FTE Veterans' Service Officer (transferred to PO#25025A-Veterans Services and increased by .03 FTE). A FY14 1.00 FTE Comm Info Spec. and a 1.00 FTE Case Manager Sr. were included in the history for "ADS LTC Program" PO #25023.



#### Program #25020B - ADS Senior Center Prevention Services

4/16/2014

Department:County Human ServicesProgram Contact:Lee GirardProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs: 25020A

Program Characteristics: Backfill State/Federal/Grant

# **Executive Summary**

Aging and Disability Services Division (ADS) Access and Early Intervention Services is the first point of contact for the county's 220,000 older adults and people with disabilities. Through five District Senior Centers and nine Culturally-specific Contractors people receive a variety of community services that support independence, promote health and prevent institutionalization. This offer requests ongoing funds of \$565,819 to backfill FY14 one-time funding from the City of Portland and County General Fund for District Senior Center services.

### **Program Summary**

Aging and Disability Services Division (ADS) Access and Early Intervention Services is the first point of contact for the county's 220,000 older adults and people with disabilities. Through five District Senior Centers and nine Culturally-specific Contractors people receive a variety of community services that support independence, promote health and prevent institutionalization.

Five district senior service centers and their consortiums serve as neighborhood focal points, as required by the Older Americans Act, to help older adults and people with disabilities, and family caregivers gain access to services, authorize service through other providers, and also provide some services directly. ADS contracts with District Senior Centers to provide the services listed below. In the current FY14 budget, City of Portland/County General Fund one-time funding of \$565,816 supports the following prevention and early intervention services addressing health, wellness and socialization:

- Support groups: grief, depression, Alzheimer's and related dementias, caregivers, etc.
- Recreation and education activities: cultural events, genealogy, history and public affairs, games, craft classes, community excursions, etc.
- Health, wellness, exercise and prevention activities: includes evidence-based health promotion/chronic disease management; preventive screening, counseling and referral; physical activity and falls prevention; nutrition education; and depression/mental health supports.
- District Senior Center management: this includes overseeing volunteers who manage the above activities, staffing the center, scheduling and publicizing activities, setting up activities, etc.
- Transportation to participate in the activities listed above.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of participants attending health, wellness and recreation activities <sup>1</sup>	-	-	-	86,000	
Outcome	Participants are satisfied or very satisfied with activities	-	-	-	85%	

#### **Performance Measures Descriptions**

<sup>1</sup>Regularly scheduled classes that people may attend multiple times.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$565,819	\$0
Total GF/non-GF	\$0	\$0	\$565,819	\$0
Program Total:	\$0		\$565	,819
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25020A ADS Access & Early Intervention Services

District Senior Center funding was included in PO #25020A ADS Access & Early Intervention Services in FY14.



## Program #25021 - Multnomah Project Independence

4/16/2014

Department:County Human ServicesProgram Contact:Lee GirardProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Multnomah Project Independence (MPI) provides services to people with disabilities between the ages of 19 and 59 who require in-home and other support services to remain independent in their homes but who are not eligible for other public supports such as Medicaid or Oregon Project Independence. MPI served 139 people in FY13. Case management services are focused on short-term intensive supports and consumer-centered services with the goal of supporting clients' self-direction and self-management.

### **Program Summary**

Through the Multnomah Project Independence (MPI) program, Aging and Disability Services Division (ADS) provides inhome services and supports for low-income younger disabled adults who are at risk for nursing facility placement, homelessness, or abuse, and who do not qualify for other public services. The program includes case management and supports for both short-term and ongoing interventions to access resources and stabilize individuals. Other funded services include in-home services, home-delivered meals and transportation. The program closely integrates MPI case management with ADS Adult Protective Services, Emergency Services, Long Term Care Service Intake and Oregon Project Independence. The program focus is short-term intensive case management to support stabilization and self-management by clients. Services will be prioritized to individuals who are not eligible for other publicly-funded case management support and meet the risk criteria listed above.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Clients receiving MPI case management and in-home services	139	130	131	130		
Outcome	Individuals retain housing after receiving MPI assistance <sup>1</sup>	90%	90%	90%	90%		

# **Performance Measures Descriptions**

<sup>1</sup>Housing retention is defined as follows: an individual remaining in housing six months after service/assistance is rendered.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$85,141	\$0	\$87,690	\$0
Contractual Services	\$208,849	\$0	\$208,849	\$0
Materials & Supplies	\$1,311	\$0	\$1,311	\$0
Total GF/non-GF	\$295,301	\$0	\$297,850	\$0
Program Total:	\$295,301		\$297	',850
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25021 Multnomah Project Independence



## Program #25022 - ADS Adult Care Home Program

4/16/2014

**Department:** County Human Services **Program Contact:** Felicia Akubuiro

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Adult Care Home Program (ACHP) licenses and monitors 631 adult care homes and 11 room and board facilities in Multnomah County. Homes offer affordable 24-hour care in safe and culturally appropriate settings. Adult care homes are licensed under Multnomah County Administrative Rules. ACHP licenses 2,779 adult care home beds and 58 room and board beds annually. These beds are available to older adults and adults with disabilities, and offer a less expensive homelike alternative to an institutional nursing home setting.

### **Program Summary**

The Adult Care Home Program (ACHP) is responsible for ensuring vulnerable residents are cared for in a culturally appropriate, homelike environment that is friendly, safe and secure. All adult care home operators are trained on and required to follow Multnomah County Administrative Rules (MCAR's). ACHP's guiding principles are that every individual living in an adult care home is to be treated respectfully and receive quality care.

Adult care homes provide a quality long term care option for older adults and adults with disabilities desiring to live in the community. ACHP serves 1,226 Medicaid clients while saving taxpayers thousands of dollars a year. The average monthly Medicaid cost of services provided to older adults and adults with disabilities in an adult care home is \$1,879. This is less than one-third of the \$6,821 average Medicaid cost of a nursing home placement for the same population. Without this option, private pay residents would have to rely on more costly and restrictive alternatives resulting in possible spend down to Medicaid.

All homes are inspected and licensed annually. A program licenser visits each home at least once a year to ensure that residents receive necessary care, including personal care, nutrition, physical safety, nursing care and medication management. In addition, program monitors observe interactions in the home, review records, and check to ensure residents are provided with social and recreational activities and are cared for in a safe environment. Semi-annual unannounced monitoring reduces the risk of abuse and neglect of residents in adult care homes and ensures adherence to MCAR's and quality care. ACHP takes corrective action when it identifies issues of noncompliance in the home. Program staff provide technical assistance to adult care home operators and issue and enforce written warnings, sanctions or fines when there are serious deficits. Last fiscal year 100% of adult care homes had their individualized emergency preparation plans reviewed by program monitors.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total number of adult care homes licensed and inspected yearly	631	630	631	645		
Outcome	Adult care homes with two or more monitoring visits in a vear	100%	100%	100%	100%		
Outcome	Adult care home/nursing home cost efficiency ratio <sup>1</sup>	27.5%	32%	27.5%	28%		

## **Performance Measures Descriptions**

<sup>1</sup>Lower is better. Ratio equals adult care home cost as a percent of nursing home cost. As nursing facilities serve increasing number of individuals with complex care needs, the average cost of care increases relative to the average cost of care in an adult care home.

## **Legal / Contractual Obligation**

Multnomah County has a contract with the State of Oregon to administer the licencing, monitoring and training functions of Adult Care Homes. The Board of County Commissioners passed Multnomah County Resolution §23.66 - §223.999 establishing the Adult Care Home Program.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$23,613	\$1,157,033	\$26,784	\$1,304,859
Contractual Services	\$50,979	\$325,900	\$76,360	\$379,900
Materials & Supplies	\$1,061	\$52,305	\$1,129	\$55,313
Internal Services	\$3,743	\$213,909	\$3,746	\$221,437
Total GF/non-GF	\$79,396	\$1,749,147	\$108,019	\$1,961,509
Program Total:	\$1,828,543		\$2,06	9,527
Program FTE	0.26	12.74	0.30	14.70

Program Revenues				
Fees, Permits & Charges	\$0	\$304,900	\$0	\$304,900
Intergovernmental	\$0	\$1,444,247	\$0	\$1,656,606
Total Revenue	\$0	\$1,749,147	\$0	\$1,961,506

# **Explanation of Revenues**

\$1,656,606 - Title XIX \$304,900 - Fees & Fines (based on historical averages)

## Significant Program Changes

Last Year this program was: 25022 ADS Adult Care Home Program

Increase by 2.0 FTE: 1.0 FTE Program Coordinator and 1.0 FTE Program Supervisor as result of increased Medicaid allocation from the state.



## Program #25023 - ADS Long Term Care Program

4/16/2014

Department: County Human Services Program Contact: Cathy Clay-Eckton

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Long Term Care (LTC) program determines eligibility for financial, nutritional, medical and case management services for 45,180 low-income older adults and persons with disabilities. Intensive case management is provided to 7,133 clients each month who meet state criteria for nursing home care because they need help with daily self-care tasks. LTC served 5,811 clients in community-based settings and 1,322 clients in nursing facilities. LTC brings over \$33.5 million into the local economy through Supplemental Nutrition Assistance, medical, dental and LTC benefits received monthly by clients.

### **Program Summary**

Under contract with the state, the Long Term Care (LTC) program determines eligibility and enrolls older adults and people with disabilities in programs that meet basic health, financial and nutritional needs through the Oregon Health Plan, Medicaid and Supplemental Nutrition Assistance Program (SNAP). Clients receive counseling to help them choose the most appropriate managed care and Medicare Part D plans. The program provides referrals to community resources to address other critical unmet needs. These vulnerable adults typically have incomes below the poverty level and also includes individuals with a mental illness or a developmental disability.

Case managers assess clients' needs, create service plans, and authorize, coordinate and monitor services that address health and welfare risks in the least restrictive environment. They ensure early intervention and effective management of the complex and fluctuating care needs of this high-risk population. Nurses provide consultation to case managers to ensure appropriate care planning for medically complicated and unstable cases. Additionally, they support caregivers and provide wellness counseling/education and disease management for clients to optimize health. Collaboration with other professionals, divisions and community agencies to address the needs of a diverse client population is an essential aspect of this program.

A primary goal of case management is to promote and support healthy and independent living in the community, preventing or minimizing more costly nursing home care and hospitalizations and readmissions whenever possible. Case managers provide services for a monthly average of 7,133 nursing home-eligible clients; 5,811 clients (81%) receive in-home or community-based services that promote or support their independence outside of a nursing home, while an additional 1,322 (19%) are served in a nursing home setting. While the proportion of nursing home-eligible clients residing in community-based settings in Multnomah County far exceeds the national average, it is a major program priority to improve on this percentage through more intensive case management and the expansion of programs targeting community-based care enhancements. The long term care system continues to focus on opportunities to innovate around services for clients with difficulty accessing care as well as those with greater challenges to reach our shared goal of greater independence living in the community.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Avg monthly number of nursing home-eligible clients receiving long term care assistance	7,133	7,332	7,190	7,190		
Outcome	Ratio of nursing home-eligible clients served in the community vs. nursing home <sup>1</sup>	81.5%	81.0%	81.7%	82.0%		

#### **Performance Measures Descriptions**

<sup>1</sup>A higher ratio indicates a better outcome.

## **Legal / Contractual Obligation**

§1903(a) of the Social Security Act, 42 CFR-Medicaid Administration; 7 CFR-SNAP; §1915c and 1115 of Title XIX of the Social Security Act. All Oregon Administrative rules related to and governing programs administered by Aging and Disability Services.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$108,282	\$18,947,797	\$0	\$21,735,090
Contractual Services	\$2,151,498	\$120,912	\$1,844,183	\$164,632
Materials & Supplies	\$3,091	\$351,777	\$0	\$467,639
Internal Services	\$0	\$4,571,465	\$0	\$4,972,607
Total GF/non-GF	\$2,262,871	\$23,991,951	\$1,844,183	\$27,339,968
Program Total:	\$26,254,822		\$29,18	34,151
Program FTE	1.12	221.88	0.00	258.00

Program Revenues					
Indirect for Dept. Admin	\$5,703	\$0	\$6,368	\$0	
Intergovernmental	\$0	\$23,740,450	\$0	\$27,087,665	
Other / Miscellaneous	\$0	\$251,501	\$0	\$252,306	
Total Revenue	\$5,703	\$23,991,951	\$6,368	\$27,339,971	

#### **Explanation of Revenues**

\$26,988,278 - Title XIX \$133,685 - Providence Medical Center \$118,621 - Oregon Health Sciences University Case Manager (FTE) grant \$99,387 - LTSS Innovator Agent Funding

#### **Significant Program Changes**

Last Year this program was: 25023A ADS Long Term Care Program

This program offer incorporates PO #25023B ADS Long Term Care - Continuing Service Level and partial funds from PO #25037 ADS Restore County General Fund Match to Maintain Staffing. Increased Medicaid funding, as result of 95% equity, caseload growth and workload staffing model, resulted in an increase of 37 FTE: 3 FTE Office Assistant 2's, 1 FTE Office Assistant Senior, 1 FTE Case Management Assistant, 1 FTE Program Tech, 11 FTE Case Manager 1's, 7 FTE Case Manager 2's, 8 FTE Case Manager Seniors, 1 FTE Program Specialist, 1 FTE Program Specialist Senior, 3 FTE Program Supervisors. Transition & Diversion (T&D) resources have nearly doubled to address increased state focus on T&D and reducing nursing facility census. Other changes include implementation of the K-plan Option, Medicaid expansion, and MOU's with Coordinated Care Organizations (CCO) regarding interaction between CCO partners and LTC program.



#### Program #25024A - ADS Adult Protective Services

4/16/2014

**Department:** County Human Services **Program Contact:** Wendy Hillman

**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs: 25024B

**Program Characteristics:** 

#### **Executive Summary**

Adult Protective Services (APS) is responsible for improving the quality of life of 220,000 older adults, people with disabilities and veterans by protecting them from abuse, financial exploitation, neglect and self-neglect. This program conducts abuse investigations, provides risk management and Multi-Disciplinary Team (MDT) services and educates the community about abuse. APS workers prevent further harm by linking victims of abuse to critical health, legal and human services.

### **Program Summary**

The primary goal of the Adult Protective Services (APS) program is to protect vulnerable older adults and persons with disabilities from abuse, neglect, self-neglect and financial exploitation. APS workers link vulnerable adults to needed health care, housing, social services, legal and client advocacy agencies. Workers investigate abuse and rule violations in 96 care facilities and 631 adult care homes as well as abuse in the community at large. APS coordinates with law enforcement and the District Attorney's office to prosecute offenders. The program responded to 8,969 abuse calls in FY13. Last fiscal year, the APS Financial Abuse Support Team (FAST) and others recovered or preserved \$896,079 for its clients.

APS serves clients with complex psycho-social and medical needs in five branch offices located throughout the county via Multi-Disciplinary Teams (MDT). These teams are an evidence-based practice that provide consultation, in-home assessments and interventions to stabilize clients who have complex medical, mental health and psycho-social needs. The core team membership consists of an APS clinical services specialist, an APS community health nurse, a contracted mental health specialist and an investigator or case manager; others join the team as needed. The District Attorney's office, law enforcement officers, the public guardian and County Counsel of Multnomah County participate each month on a larger law enforcement staffing to discuss criminal cases.

MDT provided 1,628 client contacts and 4,639 hours of nursing clinical supports to 1,338 older adults and people with disabilities. This service is designed for clients who have barriers to obtaining medical, mental health or legal types of intervention. Ninety-six percent of MDT participants showed improvement after MDT intervention. MDT interventions reduce the risk of unnecessary hospitalizations or homelessness for these clients. APS provides risk management services to stabilize clients, providing some clients with intensive oversight for up to 12 months to stabilize their situation or to link them to appropriate agencies and ongoing services.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Protective services investigations completed	2,542	2,750	2,750	2,893		
Outcome	Reabuse rate for older adults and people with disabilities <sup>1</sup>	2%	2%	2%	2%		
Outcome	Clients with stable or improved overall living situation after 90 days of MDT intervention <sup>2</sup>	96%	90%	96%	96%		

## **Performance Measures Descriptions**

<sup>1</sup>Current reabuse rate estimate is based on State of Oregon figures. Data is from January-December 2013. Reabuse is defined as more than one investigation resulting in a substantiated abuse allegation during calendar year 2013 for all victims in Multnomah County.

<sup>2</sup>Changes in living situation are measured by team ratings of safety, financial situation, health, living situation and knowledge of options.

## **Legal / Contractual Obligation**

APS is a mandated service by Oregon Administrative Rules. Multnomah County acts as the Area Agency On Aging and is required to perform this function under contract with Oregon Department of Human Services (DHS). DHS provides funds to Multnomah County to deliver this service.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$259,388	\$3,635,391	\$390,899	\$3,998,802
Contractual Services	\$567,297	\$133,566	\$564,787	\$138,067
Materials & Supplies	\$5,163	\$71,699	\$9,730	\$100,115
Internal Services	\$36,358	\$567,440	\$53,114	\$655,460
Total GF/non-GF	\$868,206	\$4,408,096	\$1,018,530	\$4,892,444
Program Total:	\$5,276,302		\$5,91	0,974
Program FTE	2.18	35.42	3.39	41.01

Program Revenues				
Intergovernmental	\$0	\$4,408,096	\$0	\$4,892,444
Total Revenue	\$0	\$4,408,096	\$0	\$4,892,444

#### **Explanation of Revenues**

\$4,761,667 - Title XIX

\$130,776 - State Mental Health Grant Older/Disabled Mental Health Services

# Significant Program Changes

Last Year this program was: 25024A ADS Adult Protective Services

This program offer also incorporates PO #25024B ADS Adult Protective Services - Continuing Service Level and partial funds from PO #25037 ADS Restore County General Fund Match to Maintain Staffing. Increased Medicaid funding resulting in increase of 6.8 FTE: 1.0 FTE Case Management Assistant, 1.0 FTE Case Manager Senior, 3.0 FTE Human Service Investigators, .8 FTE Community Health Nurse, 1.0 FTE Administrative Analyst Senior.

PO #25037 performance measures: Number of clients engaged by high utilization worker FY13 Actual=42; FY14 Purchased=20, FY14 Estimate=54; Percent of clients with improved living situation after completion of service FY13 Actual=74%, FY14 Purchased=80%, FY14 Estimate=89%.



#### Program #25025A - Veterans' Services

4/16/2014

Department: County Human Services Program Contact: Lee Girard

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 25020A, 25025B

**Program Characteristics:** 

#### **Executive Summary**

Veterans' Service Officers provide effective representation to veterans and their families to ensure that they receive all state and federal benefits available to them. Veterans' Service Officers are trained and accredited by the Oregon Department of Veterans' Affairs to represent veterans in their claims for benefits. They are versed in applicable state and federal laws to provide the best representation possible. Last year the Veterans' Service Office served 424 veterans and their families. Last year the Veterans' Service Office was part of PO #25020A ADS Access & Early Intervention Services.

### **Program Summary**

Veterans' Service Officers provide effective representation to veterans and their families to ensure that they receive all state and federal benefits available to them. Veterans' Service Officers are trained and accredited by the Oregon Department of Veterans' Affairs to represent veterans in their claims for benefits. They are versed in applicable state and federal laws to provide the best representation possible, free of charge. The mission of the Veterans' Service Officers of Multnomah County is to provide resources and guidance for all who served in the military.

ADS has committed to veterans in our communities by signing a historic "Community Covenant with Veterans and Military Families". The Community Covenant is Multnomah County's pledge to develop local partnerships that will improve the quality of life for service members, veterans, and their families. Part of this commitment is helping to increase awareness of Veterans' Service Officers and the services that they provide assisting veterans to navigate the claims process as quickly and smoothly as possible. Multnomah County Aging and Disability Services Veterans' Service Office is committed to this covenant and has a goal to expand our outreach to serve additional veterans and military families (See program offer #25025B Veterans' Services Expansion).

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of veterans receiving assistance to obtain benefits <sup>1</sup>	-	-	425	425		
Outcome	Benefit dollar amount awarded to veterans working with the Veterans' Service Office	-	-	\$3,600,000	\$3,000,000		

#### **Performance Measures Descriptions**

<sup>&</sup>lt;sup>1</sup>Requires power of attorney and legal representation by Veterans' Service Officer

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$113,162	\$182,599
Contractual Services	\$0	\$0	\$0	\$64,180
Materials & Supplies	\$0	\$0	\$1,051	\$468
Total GF/non-GF	\$0	\$0	\$114,213	\$247,247
Program Total:	\$0		\$361	,460
Program FTE	0.00	0.00	1.23	2.10

Program Revenues						
Intergovernmental	\$0	\$0	\$0	\$229,796		
Beginning Working Capital	\$0	\$0	\$0	\$17,450		
Total Revenue	\$0	\$0	\$0	\$247,246		

# **Explanation of Revenues**

\$229,796 – Oregon Department of Veteran Affairs \$17,450 – Federal/State Beginning Working Capital

# **Significant Program Changes**

# Last Year this program was:

Last year the Veterans' Service Office was part of PO #25020A ADS Access & Early Intervention Services.



# Program #25025B - Veterans' Services Expansion

4/16/2014

Department:County Human ServicesProgram Contact:Lee GirardProgram Offer Type:Innovative/New ProgramProgram Offer Stage:As Proposed

Related Programs: 25025A

**Program Characteristics:** 

#### **Executive Summary**

Veterans' Service Officers (VSO's) provide effective representation to veterans and their families ensuring they receive all state and federal benefits available to them. VSO's are trained and accredited by the Oregon Department of Veterans' Affairs to represent veterans in their claims for benefits. This program offer proposes to increase program outreach and capacity to significantly expand the number of veterans receiving assistance to access benefits. Adding 2.67 FTE will expand number of veterans served by 200/year and increase amount of benefit dollars awarded to veterans by \$1.7M/year.

### **Program Summary**

Veterans' Service Officers (VSO's) provide effective representation to veterans and their families to ensure that they receive all state and federal benefits available to them. VSO's are trained and accredited by the Oregon Department of Veterans' Affairs to represent veterans in their claims for benefits. They are versed in applicable state and federal laws to provide the best representation possible, free of charge. The mission of the VSO's of Multnomah County is to provide resources and guidance for all who served in the military.

Over the coming year, the Veterans' Service Office will increase community education programs from one event a year to four. The Veterans' Service Office will increase its presence in the community by adding two locations to the present five offices for a total of seven locations. By leveraging funding support from the Oregon Department of Veterans' Affairs with County General Funds, the Veterans' Service Office will conduct a marketing and outreach campaign, and increase advertising for its services in community newspapers, direct mail campaign, and advertising on TriMet. This program offer responds to expected increases in call volume, screening and paperwork processing. Additionally, this new initiative increases geographic reach by adding new field sites and hiring new personnel. ADS is proposing to hire the following additional positions: 1.0 FTE Program Supervisor; 1.17 FTE Veterans' Service Officers; and 0.5 FTE Office Assistant 2. These additions will increase the program's ability to serve 200 additional veterans in Multnomah County and increase the amount of benefit dollars awarded by \$1,725,000 for the coming year.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of veterans receiving assistance to obtain benefits <sup>1</sup>	-	-	-	200		
Outcome	Benefit dollar amount awarded to veterans working with the Veterans' Service Office	-	-	-	\$1,725,000		

#### **Performance Measures Descriptions**

<sup>1</sup>Requires power of attorney and legal representation by Veterans Services Officer

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$220,375	\$0
Materials & Supplies	\$0	\$0	\$15,000	\$0
Total GF/non-GF	\$0	\$0	\$235,375	\$0
Program Total:	\$0		\$235	5,375
Program FTE	0.00	0.00	2.67	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was:



### Program #25026A - ADS Public Guardian/Conservator

4/16/2014

Department: County Human Services Program Contact: Mark Sanford

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 25026B

**Program Characteristics:** 

#### **Executive Summary**

The Public Guardian/Conservator (PGC) program, under court authority, makes vital decisions for 169 mentally incapacitated, dependent and impoverished adults who are current or recent victims of physical abuse, neglect and financial exploitation. Legal authority enables intervention when no other approach resolves abuse and neglect. PGC consults with county programs, families and community partners on strategies and resources to support vulnerable adults with diminished abilities and diverts additional at-risk clients to less restrictive, less costly alternatives to publicly funded guardianship.

### **Program Summary**

The Public Guardian/Conservator (PGC) program is an essential part of the county response system for abuse and neglect when legal authority is required to provide for the safety and well-being of incapable adults. Program staff work with adult protective services, law enforcement and area hospitals to intervene early to resolve fraud, abuse and neglect of extremely vulnerable adults. This includes participation on County Human Services Multi-Disciplinary Teams and critical case review committees to assure that alternatives are considered, focusing public funds on at-risk citizens without other resources.

The program serves as the court-appointed guardian and/or conservator for mentally incapable adults who are characterized by the following: IQ below 70, treatment-resistant mental illness, Alzheimer's or other dementia, brain injury, complex medical and behavioral issues, no access to medical care, inadequate care and housing, high utilization of social/medical services, and financial exploitation. Program clients are also functionally incapacitated, requiring intensive supports and specialized housing arrangements to balance the need for protection with the right to autonomy. Public Guardians are available 24 hours a day, seven days a week, to make medical, psychiatric, financial and life decisions for program clients.

Guardianship and conservatorship ensure a maximum of about 169 county residents (based on current program funding constraints) access to safe and appropriate housing, medical care, psychiatric treatment, long term care, income and benefits. Without this option, clients experience continuing victimization, frequent emergency room and hospital psychiatric admissions, homelessness, unnecessary protective services and law enforcement intervention, involuntary civil commitments, and increased risk of premature death. Because of funding constraints, if PGC is unable to serve directly, the program provides consultative services to divert additional at-risk clients into less restrictive, less costly alternatives, or family and private quardianships/conservatorships.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of intakes per year <sup>1</sup>	-	-	20	20		
Outcome	Urgent client safety needs addressed within five days after court appointment <sup>2</sup>	100%	100%	100%	100%		
Output	Referrals appropriately diverted to less costly resources <sup>3</sup>	136	165	150	155		

#### **Performance Measures Descriptions**

<sup>&</sup>lt;sup>1</sup>This is a new measure.

<sup>&</sup>lt;sup>2</sup>Urgent client safety issues are addressed immediately upon court appointment. Ongoing stabilization requires subsequent intense management over months or years.

<sup>&</sup>lt;sup>3</sup>Successful diversions reduce costs across county services, e.g. jails, emergency services, 911, case management, etc.

# **Legal / Contractual Obligation**

The decision to provide the service is in County Ordinance, Ch. 23.501. Under ORS Ch. 125, if the county chooses to reduce the service, it remains obligated to current clients, but can halt further intake if the Board of County Commissioners makes a finding that the program is no longer needed.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,018,713	\$0	\$1,023,506	\$0
Contractual Services	\$16,222	\$0	\$16,222	\$0
Materials & Supplies	\$30,261	\$0	\$31,565	\$0
Internal Services	\$147,212	\$0	\$155,293	\$0
Total GF/non-GF	\$1,212,408	\$0	\$1,226,586	\$0
Program Total:	\$1,212,408		\$1,22	6,586
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Fees, Permits & Charges	\$40,000	\$0	\$40,000	\$0
Total Revenue	\$40,000	\$0	\$40,000	\$0

# **Explanation of Revenues**

\$40,000 - Public Guardian Fees

## Significant Program Changes

Last Year this program was: 25026A ADS Public Guardian/Conservator

FTE changes include reduction in 1.0 FTE Case Manager 1 and increase in 1.0 FTE Case Manager 2 as a result of a position reclassification.



#### Program #25027 - ADS Administration

4/16/2014

**Department:** County Human Services **Program Contact:** Peggy Brey

Program Offer Type: Administration Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

Aging and Disability Services Division (ADS), as the designated Area Agency on Aging and Disability for Multnomah County, is responsible for assuring the county's 220,000 older adults, people with disabilities and veterans have access to a comprehensive, coordinated service delivery system so they remain independent and out of institutions. ADS Administration provides leadership, assures results are achieved, ensures regulatory compliance, supports collaborative service delivery and use of best practices, engages in work to achieve equity, and promotes the efficient and effective use of resources.

### **Program Summary**

Aging and Disability Services Division (ADS) Administration provides leadership at the county, state and federal policy levels. ADS Administration influences rules, priorities and funding formulas to promote effective services for Multnomah County older adults, people with disabilities and veterans. Administration is responsible for policy, planning, evaluation, compliance, advocacy and staff development for the division, which serves more than 60,000 people and employs over 360 FTE staff.

ADS Administration is responsible for educating and informing the public about ADS services and performance, and involving advisors in program planning and decision making. It is responsible for providing leadership that strengthens workforce competencies, advances quality improvement, conducts data analysis, employs evidence-based practices, and ensures culturally responsive services.

ADS Administration manages the division budget and programs to maximize revenue, hold down costs and deliver services more effectively. It provides fiscal oversight for the division and is responsible for managing a complex budget with multiple funding sources and requirements, and maximizes resources by federally matching local funds and leveraging additional resources from the community through its partnerships. ADS Administration coordinates efforts within the county and with other government agencies to remove barriers and assure easy access to a seamless service system.

Satisfaction surveys, customer and staff input are used to continually improve ADS services. The division has three Advisory Councils (Elders in Action, Disability Services Advisory Council and Multi-Ethnic Action Committee) that provide specific input on how to provide the best services to older adults, people with disabilities and ethnic minorities or persons for whom English is not their first language. ADS Administration employs innovative, evidence-based approaches to service delivery, and uses data, best practice reviews, staff experience, support from partners and other resources to serve clients effectively within available resources.

Performan	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	ADS-sponsored opportunities for consumer education and/or input <sup>1</sup>	87	70	57	60
Outcome	Advisors agree/strongly agree w/the statement: "Overall, ADS does its job well"	84%	90%	88%	90%

#### **Performance Measures Descriptions**

<sup>1</sup>Number includes 47 advisory committee meetings over 12 months: Elders in Action = 23, Disability Services Advisory Committee = 12 (reduced from 24 meetings per year in FY13), Multi-ethnic Action Committee = 12. Higher numbers of organized opportunities occur during general legislative session years.

## **Legal / Contractual Obligation**

45 CFR Part 92; 2 CFR Part 225 OMB Circulars A-87 Federal Awards; 42 CFR 433.51 Part 4302(2) of State Medicaid manual re policy, leadership, state coordination, state policy, contract compliance; ORS 410.410-410.480 re Older Americans Act (OAA) Services; OAR 411-0320-000 to 411-032-0044 Older Americans Act specific authorizing statutes; 45 CFR 1321.1; 35 CFR 1321.83.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$66,212	\$669,493	\$82,460	\$828,778
Contractual Services	\$78,840	\$136,284	\$114,724	\$132,256
Materials & Supplies	\$10,860	\$118,011	\$12,500	\$152,162
Internal Services	\$7,798	\$99,221	\$10,821	\$136,248
Total GF/non-GF	\$163,710	\$1,023,009	\$220,505	\$1,249,444
Program Total:	\$1,18	\$1,186,719		9,949
Program FTE	0.52	5.28	0.70	7.10

Program Revenues				
Intergovernmental	\$0	\$1,016,009	\$0	\$1,242,445
Other / Miscellaneous	\$0	\$3,000	\$0	\$3,000
Beginning Working Capital	\$0	\$4,000	\$0	\$4,000
Total Revenue	\$0	\$1,023,009	\$0	\$1,249,445

#### **Explanation of Revenues**

\$68,157 - Older Americans Act \$1,174,288 - Title XIX \$3,000 - Special Risk Fund \$4,000 - Beginning Working Capital Special Risk Fund

# Significant Program Changes

Last Year this program was: 25027 ADS Administration

This program offer increases staffing by 2.0 FTE due to increased State Medicaid allocation and workload requirements: 1.0 Office Assistant Senior and 1.0 Data Analyst. Due to a reclassification this program offer also reduces 1.0 FTE Administrative Assistant and increases 1.0 FTE Administrative Analyst.



### Program #25030 - ADS Elders in Action Commission and Personal Advocacy

4/16/2014

Department:County Human ServicesProgram Contact:Dana LloydProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Elders in Action (EIA) Commission is the federally mandated advisory council to Aging and Disability Services Division (ADS). Elders in Action personal advocate volunteers provide individual help to older adults who face complex problems in their lives. Personal advocates are peer volunteers who provide assistance on issues that are often time consuming to solve and would be difficult or impossible for a frail person to deal with alone. Elders in Action supports a network of 80 personal advocate volunteers who last year served 2,251 older adults through its personal advocate program.

### **Program Summary**

Elders in Action (EIA) advises local government on issues, programs and policy that impact older adults in Multnomah County, with special emphasis on the frailest, poorest, ethnic minorities and those with limited English skills. EIA Commission members provide input and advocacy to ADS, Multnomah County Board of Commissioners, Portland City Council and others on a wide range of issues that impact older adults, including but not limited to housing, transportation, elder abuse, fraud and healthcare access. Commission members advocate at the local, state and federal levels for programs serving older adults.

Using EIA's Age Friendly certification program, trained older adult volunteers evaluate county-operated facilities to ensure they are accessible for older adults and people with disabilities, as well as evaluate customer service provided by county staff. EIA volunteers lend technical assistance to county managers on how to make their programs and services more elder friendly. Last year, EIA evaluated 180 businesses in Multnomah County for quality and accessibility to services to improve the experience of older adults in the community.

Through a peer support program, EIA volunteers work with individuals by listening, providing emotional support and assisting them to access needed resources. Services last year included: 1) assistance with enrollment in the DCHS Energy Assistance Program, 2) partnering with Adult Protective Services (APS) and the Portland Police Bureau Elder Crimes Unit to provide assistance to APS workers and police staff to follow up with elderly crime victims, helping to connect them to resources, 3) providing support to clients in the county's Public Guardian/Conservator program, and 4) contacting people using the Public Alerts System to update participant contact information.

Members of the EIA speaker's bureau work to educate and inform the community about resources, aging well and how to stay actively engaged and how to reduce vulnerability to fraud and abuse. Last year, approximately 173 agency-wide volunteers provided 11,042 service hours working as advisors to local government, as personal advocates and as community educators.

Performan	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Hours of service provided by volunteers	11,042	10,500	11,092	10,800
Outcome	Value of volunteer hours <sup>1</sup>	\$213,441	\$202,965	\$214,408	\$208,764

#### **Performance Measures Descriptions**

<sup>1</sup>The hourly rate calculation is drawn from Independent Sector, a national organization for volunteerism; the rates used here are tailored specifically for the state of Oregon. For all outcomes of this performance measure the 2011 rate of \$19.33/hour was used (2011 is the most recent year).

# **Legal / Contractual Obligation**

Multnomah County/City of Portland Inter-Governmental Agreement and Multnomah County Ordinance 171424 designates Elders in Action as the official advisory agency on aging issues for Multnomah County and the City of Portland and outlines ongoing financial commitment to support a County/City Commission on Aging.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$165,189	\$0	\$168,493	\$0
Total GF/non-GF	\$165,189	\$0	\$168,493	\$0
Program Total:	\$165,189		\$168	,493
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 25030 ADS Elders in Action Commission and Personal



#### Program #25031 - Protected Persons Special Advocate Program

4/16/2014

Department: County Human Services Program Contact: Mark Sanford

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs: 25026A

**Program Characteristics:** 

#### **Executive Summary**

Multnomah County Public Guardian and Conservator program (PGC) proposes to provide funding to support a protected persons special advocate program in Multnomah County. This program will reduce the potential for abuse, neglect, and exploitation of protected, legally incapacitated adults.

### **Program Summary**

There is a movement in Oregon to institute a statewide protected persons special advocate program. The mission of this type of program is to assist county Circuit Courts in protecting vulnerable citizens by using trained and supervised volunteers to monitor guardianship proceedings. There are currently 1,500 adults under court-appointed guardianships in Multnomah County, with approximately 150 new guardianships filed each year. Legal guardians are appointed by the Circuit Court and responsible for making decisions on behalf of an incapacitated person about personal and medical care, and even where the person lives. The Circuit Court does not have adequate resources to provide the level of detailed review each individual under guardianship deserves.

Experience and a series of stakeholder interviews reveal that most legal guardians are caring and responsible individuals. Unfortunately, that is not always the case as some guardians (estimated to be 5-10% in Multnomah County) neglect, abuse and exploit the very people they promise to protect. The Circuit Court reports dozens of calls each year from family members and protection agencies with complaints of guardian mistreatment of a protected person. Also, 90% of guardians require a reminder to file timely annual reports and 10% of guardianship cases do not have updated information as to the guardian or protected person's whereabouts.

PGC recognizes a need for enhanced monitoring of guardianships and support of guardians. PGC consults with professional fiduciaries and family members to identify individuals who are willing and able to serve as guardians, diverting dozens of individuals with diminished capacity each year who might otherwise require publicly funded services. In addition to maintaining the rights and protection of our most vulnerable citizens, the PGC and other DCHS programs have a vested interest in supporting family/lay guardians and intervening early to avoid expensive and unnecessary case management and protective service interventions. The PGC is willing to invest in further development of a protected persons special advocate program to improve the quality of guardianship practice throughout the county. The PGC will ensure the development of an accountability performance management plan.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of interventions and monitoring visits	-	-	-	100	
Outcome	Guardian satisfaction with program interventions <sup>1</sup>	-	-	-	85%	

# **Performance Measures Descriptions**

<sup>1</sup>Percent of guardians who agree or strongly agree with quality of intervention services, and report improved skills and knowledge of community resources.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50	000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was:



#### Program #25041A - Domestic Violence Crisis Services

4/16/2014

**Department:** County Human Services **Program Contact:** Annie Neal

Program Offer Type: Program Alternative/Reconstruction Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Domestic Violence Crisis Services assist victims and children who are currently fleeing or attempting to flee domestic violence. Services include domestic violence emergency shelters, shelter diversion, rapid rehousing assistance, and mobile advocates who provide crisis services and emergency motel stays for victims who cannot access shelter or other crisis services. These services reach more than 900 individuals annually.

#### **Program Summary**

This program offer supports four types of crisis services to assist victims and children who are currently fleeing or attempting to flee domestic violence. Funds support three domestic violence emergency shelters, a shelter diversion program, rapid rehousing assistance, as well as mobile advocates who provide crisis services and emergency motel stays for victims who cannot access shelter or other crisis services.

- -- Domestic violence emergency shelters are secure, confidential residential facilities that provide immediate safety and 24-hour specialized support for victims and their children who are fleeing domestic violence. Shelter services include basic needs such as food and clothing, ongoing safety planning, intensive domestic violence support, specialized children's programming, and advocacy and assistance accessing other services. This program offer supports basic operation costs, staffing and limited client assistance (\$25 per household) at three domestic emergency shelters. These three emergency domestic violence shelters offer up to 60-day stays and serve 33 households per night.
- -- Mobile advocacy services provide community-based comprehensive crisis supports for victims who are fleeing or attempting to flee domestic violence for whom shelter or diversion services are not adequate, such as large families. Services include basic needs such as food and clothing, ongoing safety planning, intensive domestic violence support, emergency short-term motel stays, advocacy and assistance accessing other services. The mobile advocacy program leverages the Short-Term Rent Assistance program administered by Home Forward, as well as other non-County funds, to provide emergency motel stays for victims.
- -- Shelter diversion services provide domestic violence-specific crisis support to help victims prevent homelessness by addressing their immediate safety and housing needs. These services are provided in two settings: at the Gateway Center for Domestic Violence Services, and through a partnership with Home Forward which focuses on helping domestic violence victims in subsidized housing secure their safety while also maintaining their subsidized housing.
- -- Rapid rehousing assistance provides financial assistance to help victims quickly establish safe permanent housing after fleeing domestic violence. Five domestic violence agencies help victims with low barriers to self-sufficiency identify housing options quickly and use funding to provide short-term financial assistance as victims establish safe and stable housing.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of victims and children receiving emergency housing and support services <sup>1</sup>	998	-	900	800		
Outcome	Percentage of adult victims who exit services with a lower perception of risk <sup>2</sup>	86%	70%	85%	80%		

#### **Performance Measures Descriptions**

<sup>2</sup> Reworded for clarity

<sup>&</sup>lt;sup>1</sup> Current year purchased services have changed in this program reconstruction. FY14 program offer 25040A, Victim Services Continuum, purchased residential (shelter/housing) services for 1000 victims and children. Current year estimate and next year offer reflects only crisis services including emergency shelter, shelter diversion and support services.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$639,568	\$155,244	\$831,634	\$170,505
Total GF/non-GF	\$639,568	\$155,244	\$831,634	\$170,505
Program Total:	\$794,812		\$1,002,139	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Intergovernmental	\$0	\$155,244	\$0	\$170,505	
Total Revenue	\$0	\$155,244	\$0	\$170,505	

#### **Explanation of Revenues**

\$170,505 - State Homeless Assistance Program (SHAP): Based on Current year estimate

#### Significant Program Changes

Last Year this program was: 25040A Domestic Violence Victims Services Continuu

In late March 2013, YWCA closed its emergency domestic violence shelter due to ongoing revenue shortfalls and restructured its crisis services to create a domestic violence-specific shelter diversion program. Diversion is a national best practice model to help individuals and families avoid homelessness. The YWCA's program focuses on helping domestic violence victims avoid homelessness with a special focus on addressing immediate safety needs and accessing domestic violence specific interventions. In the first 6 months of FY14, YWCA's new program diverted more domestic violence victims from emergency shelter to safe housing than they had previously served in shelter in an entire year.



### Program #25042A - Domestic Violence Community Based Services

4/16/2014

Department: County Human Services Program Contact: Annie Neal

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Domestic Violence Community-Based Services provide an array of non-residential domestic violence victim support and services throughout Multnomah County. Services include culturally specific services designed to meet the unique needs of victims from underserved and racial/ethnic minority communities; child and youth focused services; and legal advocacy and representation for domestic violence-related court hearings.

### **Program Summary**

Domestic Violence Community-Based Services provide an array of non-residential domestic violence victim support and services throughout Multnomah County. Services include culturally specific services, child and youth focused services, legal advocacy and legal representation.

Culturally specific services are designed to meet the unique and varied needs of domestic violence victims/survivors from underserved and racial/ethnic minority communities. Programs serve Latino and Spanish-speaking individuals; Russian-speaking individuals; Native Americans; African Americans; immigrants and refugees; and lesbian/gay/bisexual/transgender individuals. Culturally specific programs served 754 individuals in FY2013.

Child and youth focused services provide domestic violence support, advocacy and counseling for children and parents. Programs include Safe Start, a multi-agency collaboration providing domestic violence services to families involved with Child Welfare in Gresham/East Multnomah County, funded with County General Funds. Other services funded by US Department of Justice's Defending Childhood Initiative grants include a domestic violence consultant to support early childhood programs and the families they serve, and a mental health-domestic violence collaboration providing technical assistance as well as direct services to families.

Legal advocacy and representation provides support, consultation and representation for victims with domestic violence related legal matters. Legal advocacy includes court accompaniment, safety planning, and in-person assistance for domestic violence victims/survivors seeking restraining orders. Legal services include consultation and legal representation for low-income victims in contested restraining order hearings, custody and parenting time hearings and other legal matters related to domestic violence victimization.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of victims and children receiving nonresidential services <sup>1</sup>	3,442	3,000	3,000	3,000		
Outcome	Percentage of adult victims who exit services with a lower perception of risk <sup>2</sup>	90%	70%	85%	80%		

#### **Performance Measures Descriptions**

- <sup>1</sup> This output was included in FY14 Program Offer 25040A.
- <sup>2</sup> Reworded for clarity.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$233,624	\$0	\$311,583
Contractual Services	\$857,928	\$788,499	\$821,028	\$299,332
Materials & Supplies	\$0	\$0	\$2,783	\$11,969
Internal Services	\$0	\$22,352	\$0	\$76,943
Total GF/non-GF	\$857,928	\$1,044,475	\$823,811	\$699,827
Program Total:	\$1,902,403		\$1,523,638	
Program FTE	0.00	1.15	0.00	2.00

Program Revenues				
Indirect for Dept. Admin	\$11,694	\$0	\$20,090	\$0
Intergovernmental	\$0	\$1,044,475	\$0	\$699,828
Total Revenue	\$11,694	\$1,044,475	\$20,090	\$699,828

## **Explanation of Revenues**

\$699,828 - US Department of Justice, Office of Juvenile Justice & Delinquency Prevention: Based on grant award

# Significant Program Changes

Last Year this program was: 25040A Domestic Violence Victims Services Continuu

This restructured program offer includes nonresidential community-based domestic violence services that were part of FY14's program offer 25040A, Domestic Violence Victim Services Continuum, and legal advocacy and representation that were part of FY14's program offer 25047, Domestic Violence Enhanced Response Team. While legal advocacy and representation are frequently used by DVERT program participants, these services are not limited to DVERT participants.



#### Program #25043A - Domestic Violence Housing & Stabilization

4/16/2014

**Department:** County Human Services **Program Contact:** Annie Neal

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Domestic Violence Housing and Stabilization services provide long-term (6-24 months) housing assistance and supportive services for domestic violence victims who need additional support to achieve ongoing safety, stability and self sufficiency. Services include rent assistance, case management/advocacy, economic life skills, employment and education-focused supportive services, and direct client assistance for expenses related to education and work opportunities. Six Multnomah County domestic violence agencies collaborate through these programs and serve over 300 individuals annually.

#### **Program Summary**

Domestic Violence Housing and Stabilization programs provide long-term (6-24 month) housing assistance and supportive services for domestic violence victims who need additional support to achieve ongoing safety, stability and self sufficiency. Services in this program offer include the HUD Horizons Domestic Violence Supportive Housing Program, the Family Strengths program, and a Domestic Violence Employment Specialist. Six domestic violence agencies collaborate through these programs, including shelters, community-based services and culturally specific programs.

The HUD Horizons Domestic Violence Supportive Housing program provides 6 to 24 months of rent assistance and supportive services for domestic violence victims/survivor households who have additional barriers to establishing safe, stable housing. These barriers include language/cultural needs, poor rental or credit histories, mental health and/or addiction needs, and large families or families with children who have special needs. The program uses a "rapid rehousing" approach to help victims/survivors quickly access permanent housing and serves up to 35 households at a single point in time The Family Strengths program provides families in the HUD program with additional support to increase participants' ability to gain and maintain living wage employment. Services include financial education and economic life skills classes, education and employment-focused supportive services, and direct client assistance such as tuition, childcare and transportation related to education and work opportunities.

Housing and economic self-sufficiency are critical needs for domestic violence victims/survivors. Research demonstrates that domestic violence has a direct impact on victims' economic well-being and on housing stability. Thirty-eight percent of domestic violence victims become homeless due to the violence, and a similar percentage face housing problems such as paying rent late or eviction threats (Baker, Cook, Norris 2003). Nearly half of all victims report staying in or returning to an abusive situation because they lacked adequate resources to maintain independent housing (Wilder Research Center, 2004). While individuals of all income levels may experience domestic violence, poor women experience higher rates of violence but have fewer resources with which to seek and maintain safety (Rennison & Welchans, 2000).

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of victims and children receiving stabilizing housing assistance and/or support services <sup>1</sup>	371	-	350	325	
Outcome	Percentage of adult victims who exit services with a lower perception of risk <sup>2</sup>	93%	70%	85%	80%	
Outcome	Percentage of victims and children who exit services to permanent housing	93%	-	85%	80%	

<sup>&</sup>lt;sup>1</sup> Current year purchased services have changed in this program reconstruction. FY14 program offer 25040A, Victim Services Continuum, purchased 1000 victims and children receiving residential (shelter/housing services). Current year estimate and next year offer reflects only stabilizing services including rent assistance and supportive services.

<sup>&</sup>lt;sup>2</sup> Reworded for clarity.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$5,159	\$0	\$0
Contractual Services	\$196,792	\$69,675	\$199,655	\$496,537
Materials & Supplies	\$0	\$0	\$0	\$2,759
Internal Services	\$0	\$0	\$0	\$15,107
Total GF/non-GF	\$196,792	\$74,834	\$199,655	\$514,403
Program Total:	\$271	\$271,626		,058
Program FTE	0.00	0.05	0.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$0	\$0	\$7,963	\$0	
Intergovernmental	\$0	\$74,834	\$0	\$514,403	
Total Revenue	\$0	\$74,834	\$7,963	\$514,403	

## **Explanation of Revenues**

\$27,120 - Office on Violence Against Women Transitional Housing Program: Based on grant award \$487,283 - HUD Horizons Domestic Violence Supportive Housing: Based on grant award

## **Significant Program Changes**

Last Year this program was: 25040A Domestic Violence Victims Services Continuu



#### Program #25043B - Domestic Violence Housing & Stabilization Back Fill

4/16/2014

County Human Services Annie Neal **Department: Program Contact:** Program Offer Stage: As Proposed

**Program Offer Type:** Existing Operating Program

**Related Programs:** 25043A

Program Characteristics: Backfill State/Federal/Grant

#### **Executive Summary**

This program offer requests \$58,016 in ongoing county general funds to backfill a reduction in HUD leasing assistance. This backfill will preserve the current capacity to provide 35 domestic violence victims and their families with longer-term (6-24 months) rent assistance and domestic violence specific supportive services.

#### **Program Summary**

This program offer requests \$58,016 in ongoing county general funds to preserve the current service level funded by the Domestic Violence HUD Horizons Supportive Housing grant. This grant provides domestic violence victim/survivors and their children with longer-term (6-24 months) rent assistance and domestic violence supportive services for victims served by 5 domestic violence agencies, including shelters, community-based services and culturally specific agencies. In FY14, this program had the capacity to provide rent assistance to 35 households at a time, and typically serves 75 to 85 households per year. In FY15, rent assistance funds will be reduced by 11%, and other changes resulting from the HUD Hearth Act have increased the matching fund requirements from \$75,000 to \$121,821.

This backfill request will preserve the current service level and fulfill the full match requirement. Without this additional funding, other domestic violence services will be reduced in order to keep this HUD grant.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of victims and children receiving stabilizing housing assistance and/or supportive services.	-	-	-	25		
Outcome	Percentage of adult victims who exit services with a lower perception of risk.	-	-	-	80%		
Outcome	Percentage of victims and children who exit services to permanent housing.	-	-	-	80%		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$58,016	\$0
Total GF/non-GF	\$0	\$0	\$58,016	\$0
Program Total:	\$0		\$58,	016
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# Significant Program Changes

Last Year this program was:



#### Program #25044A - Domestic Violence Administration & Coordination

4/16/2014

**Department:** County Human Services **Program Contact:** Annie Neal

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Domestic Violence Administration & Coordination supports administration, planning, coordination and policy for domestic violence intervention in Multnomah County and City of Portland.

#### **Program Summary**

This program offer provides professional staffing for the Domestic Violence Coordination Office's (DVCO) administration and coordination efforts. DVCO is responsible for administering county, state, and federal funds; coordinating collaborative responses to domestic violence; developing and coordinating effective intervention and prevention strategies; evaluating and assessing system responses; and providing technical assistance and policy advice to Multnomah County and City of Portland. DVCO initiatives and projects include the Family Violence Coordinating Council, a multi-agency council providing training, information-sharing, coordination and problem-solving to improve domestic violence intervention; the Domestic Violence Fatality Review Team, which reviews domestic violence related deaths to identify risks and develop recommendations to prevent future deaths; and a specialist providing training, consultation and capacity-building within Department of County Human Services to identify and respond to the unique needs of vulnerable adults who are experiencing domestic violence. Staff also oversee victim services contracts including technical assistance, monitoring, and performance measurement to assess the impact and quality of contract services.

Domestic violence is a complex problem associated with a wide range of negative impacts, including short- and long-term physical and mental health problems; homelessness and housing instability; employment and education disruptions; criminal justice and court involvement; and higher health care costs. Childhood exposure to domestic violence is associated with adverse outcomes for children including academic, cognitive and behavioral problems as well as increased risks for other forms of victimization. Domestic violence is also a leading cause of violent victimization, accounting for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County. Multnomah County spends at least \$10 million addressing domestic violence-related criminal costs (jail, prosecution, probation supervision) and \$2.5 million in victim services annually. Domestic violence costs the community at least another \$10 million in lost wages, health care and other costs.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of public employees and other community members trained on domestic violence topics <sup>1</sup>	2,143	1,600	2,200	2,000		
Outcome	Grant funding leveraged	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000		
Output	Number of training events	75	40	65	50		

<sup>&</sup>lt;sup>1</sup> Reworded for clarity

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$518,871	\$67,253	\$536,428	\$60,320
Contractual Services	\$67,950	\$1,300	\$63,031	\$0
Materials & Supplies	\$48,721	\$0	\$59,823	\$2,317
Internal Services	\$80,465	\$0	\$47,857	\$8,505
Total GF/non-GF	\$716,007	\$68,553	\$707,139	\$71,142
Program Total:	\$784,560		\$778	3,281
Program FTE	5.26	1.54	5.51	0.49

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$4,516	\$0
Fees, Permits & Charges	\$0	\$100	\$0	\$1,200
Intergovernmental	\$0	\$67,253	\$0	\$68,942
Other / Miscellaneous	\$0	\$1,200	\$0	\$1,000
Total Revenue	\$0	\$68,553	\$4,516	\$71,142

#### **Explanation of Revenues**

\$18,942 - OHCSD State Homeless Assistance Program: Based on grant award \$50,000 - City of Portland General Fund: Based on current agreement \$1,200 - Domestic Partnership Fees: Based on current year estimate \$1,000 - Misc. charges: Based on current year estimate

#### **Significant Program Changes**

Last Year this program was: 25044 Domestic Violence Administration & Coordinat

Two positions, a new data analyst senior and an existing program specialist, have been moved to this offer as part of a restructure/reorganization of last year's program offer 25041, Domestic Violence Victim Services Continuum. FY14 program offer 25041 was restructured as three separate offers to provide greater detail about the services provided and the impact of these services.

The Defending Childhood Initiative program activities have expanded with additional grant funds and now include both staff and contracted services. Staff positions that were part of this offer in FY14 have been moved to the program offer that also includes the grant-funded services, Program Offer 25042A, Domestic Violence Community Based Services.



#### Program #25047A - Domestic Violence Enhanced Response Team

4/16/2014

County Human Services **Program Contact:** Annie Neal **Department:** Program Offer Stage: As Proposed

**Program Offer Type: Existing Operating Program** 

**Related Programs:** 60076A

**Program Characteristics:** 

#### **Executive Summary**

Multnomah County's Domestic Violence Enhanced Response Team (DVERT) provides intervention for domestic violence cases that have a high risk of ongoing, severe violence or lethality. The DVERT program provides afterhours victim services and crisis intervention to more than 400 cases annually, and provides ongoing coordinated, multidisciplinary followup intervention and support to more than 100 cases per year.

#### **Program Summary**

The Domestic Violence Enhanced Response Team (DVERT) provides a Countywide multidisciplinary, intensive, collaborative response to complex domestic violence cases with a high risk of ongoing severe abuse or potentially lethal outcomes. DVERT intervention includes immediate crisis response, ongoing victim support services, criminal justice intervention, and coordination across multiple agencies. DVERT partners funded at least in part with grant funding include Multnomah County Domestic Violence Coordination Office, Multnomah County Sheriff's Office, Portland Police Bureau, and two domestic violence victim service agencies. In addition, DHS Child Welfare and Self-Sufficiency, the District Attorney's Office, and Department of Community Justice (parole/probation) and other community partners participate in DVERT.

In FY14 Multnomah County added \$136,000 for two contracted, after-hours victim advocates to provide immediate onscene crisis response, safety planning and victim support following police response to domestic violence crimes. Also in FY14, in recognition of the value of these services, Portland Police Bureau redirected its funds to increase the after-hours response from 4 nights to 7 nights per week and to expand to all Portland Police Bureau precincts. These advocates are based at Portland Police precincts and respond nights and weekends, when most other services are unavailable.

In addition to crisis response, followup support and criminal intervention in individual cases. DVERT works to improve overall system responses through specialized trainings, analysis of system responses, and ongoing reviews of how highrisk domestic violence intersects with other interventions. DVERT participates in a five-county, multi-jurisdictional effort to improve responses to high-risk domestic violence cases across the region and provides training and technical assistance to other community agencies to help them increase identification and effective response to high-risk offenders and victims.

Domestic violence accounts for a significant portion of serious violent crime in Multnomah County, including more than one-third of aggravated assaults and 1 in 4 homicides. DVERT is recognized both locally and nationally for implementing best practices in domestic violence intervention, and an evaluation of the program has shown that it reduces repeat violence.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of victims receiving multi-disciplinary, intensive intervention <sup>1</sup>	115	100	100	75			
Outcome	Cases with criminal justice sanctions related to DVERT intervention <sup>2</sup>	50%	50%	•	-			
Outcome	% of officers who agree that victims of domestic violence benefit from having advocates respond on scene.	96%	-	90%	90%			
Output	Number of victims referred by police to afterhours victim advocates	525	-	500	500			

- 1 Reworded for clarity
- <sup>2</sup> This measure is poorly defined and unable to be accurately reported for FY14, so the measure is being discontinued.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$46,259	\$67,677	\$71,483	\$41,554
Contractual Services	\$256,894	\$212,479	\$138,720	\$126,304
Materials & Supplies	\$8,884	\$17,685	\$8,047	\$30,872
Internal Services	\$12,572	\$13,492	\$11,466	\$9,916
Total GF/non-GF	\$324,609	\$311,333	\$229,716	\$208,646
Program Total:	\$635,942		\$438	3,361
Program FTE	0.50	0.75	0.75	0.50

Program Revenues					
Indirect for Dept. Admin	\$7,059	\$0	\$5,266	\$0	
Intergovernmental	\$0	\$311,333	\$0	\$208,645	
Total Revenue	\$7,059	\$311,333	\$5,266	\$208,645	

#### **Explanation of Revenues**

\$208,645 - US Department of Justice, Office on Violence Against Women, Grants To Encourage Arrest Policies and Enforcement of Protection Orders Program: Based on grant award

## Significant Program Changes

Last Year this program was: 25047 Domestic Violence Enhanced Response Team

Multnomah County is applying to US Department of Justice for a continuation grant to fund the DVERT program from October 1, 2014 to September 2017. However, US Department of Justice has reduced the maximum award amount by \$108,000 per year.

In Fiscal Year 2014, Program Offer 25047 included County General Funds for restraining order assistance and legal representation for domestic violence victims. In FY15,these are moved to Program Offer 25042A-15, Domestic Violence Community Based Services, because these services are not limited to DVERT program participants. In addition, if the DVERT grant funding ends, these County General Fund-supported services would continue to exist.



#### Program #25047B - Domestic Violence Enhanced Response Team Back Fill

4/16/2014

Department:County Human ServicesProgram Contact:Annie NealProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs: 25047A, 60076A

Program Characteristics: Backfill State/Federal/Grant

#### **Executive Summary**

This program offer requests \$71,000 in backfill to preserve current service levels for the Multnomah County Domestic Violence Enhanced Response Team (DVERT). DVERT was established with grant funding in 2004 and has continued to apply for and receive a significant portion of its funding through federal grants. However, the maximum award available for FY15 grants is significantly less than previous years.

#### **Program Summary**

The Domestic Violence Enhanced Response Team (DVERT) provides immediate crisis response and multidisciplinary, intensive, collaborative response to complex domestic violence cases with a high risk of on-going, severe abuse or potentially lethal outcomes. This backfill request preserves DVERT's current service level by backfilling funding for a temp position, and one contracted advocate. The Multnomah County Domestic Violence Coordination Office is responsible for supporting DVERT activities reaching over 400 victims annually, including intensive multidisciplinary intervention for 100 high-risk domestic violence cases per year. The contracted victim services provide ongoing victim support and advocacy for 25 victims receiving intensive multidisciplinary DVERT intervention, and short-term advocacy for 20 victims who have had contact with the criminal justice system due to domestic violence.

DVERT was established with grant funding in 2004. Since 2005, DVERT has received a significant portion of its funding through competitive discretionary grants from the US Department of Justice Office on Violence Against Women. The current grant award ends September 30, 2014. Multnomah County is applying for and anticipates receiving a continuation grant to fund the program from October 1, 2014 to September 2017. However, due to federal funding cuts, the maximum grant award will be \$108,000 less per year than current awards.

DVERT partners funded at least in part with grant funds include Multnomah County Domestic Violence Coordination Office (DVCO) and Sheriff's Office, the Portland Police Bureau (PPB), and two domestic violence victim services agencies. In addition to these grant funded partners, other community partners participating in DVERT iinclude Child Welfare, Self-Sufficiency (public assistance), District Attorney, and Community Justice (probation/parole).

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of victims receiving multi-disciplinary, intensive intervention	-	-	-	25			
Outcome	% of officers who agree that victims of domestic violence benefit from having advocates respond on scene.	-	-	-	90%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$25,000	\$0
Contractual Services	\$0	\$0	\$46,000	\$0
Total GF/non-GF	\$0	\$0	\$71,000	\$0
Program Total:	\$0		\$71	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

## Significant Program Changes

## Last Year this program was:

Since 2005, the DVERT program has received a significant portion of its funding from a US Department of Justice competitive grant. The current grant award ends September 30, 2014. Multnomah County is applying to US Department of Justice for a continuation grant to fund the program through September 2017. Award notices are expected in September 2014. However, US Department of Justice reduced the maximum award amount for this grant by \$108,000 per year.



#### Program #25050 - MHASD Administration

4/16/2014

**Department:** County Human Services **Program Contact:** David Hidalgo

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 25052, 25053

**Program Characteristics:** 

#### **Executive Summary**

Multnomah County's Mental Health and Addiction Services Division (MHASD) administration manages a recovery-focused, comprehensive system of care to prevent, intervene in, and treat mental illness and addiction in children and adults. Through culturally responsive and evidence-based practices, MHASD serves low-income, uninsured, and individuals who are homeless, as well as anyone who is in crisis. MHASD provides a continuum of services directly and through a provider network. In total, these programs serve more than 35,000 children, families and adults annually.

#### **Program Summary**

The Board of County Commissioners is the Local Mental Health Authority. Through that authority, MHASD Administration provides oversight and management of all behavioral health programs in the system of care, whether provided directly or through contracted agencies. MHASD is organized into three units: 1) Multnomah Mental Health (previously known as Verity), the county's Mental Health Organization (MHO), a federally funded insurance program for children, youth and adults enrolled in Oregon Health Plan. Multnomah Mental Health is a founding member of the coordinated care organization Health Share of Oregon. 2) The Community Mental Health Program (CMHP) provides safety net and basic services that include involuntary commitment, crisis services, and addiction treatment. 3) Direct Clinical Services (DCS) which encompasses all programs for children, youth, and adults where services are delivered by MHASD staff. These services may be reimbursed by Multnomah Mental Health, by the state, or by another funding source.

MHASD administration continuously assesses its continuum of services to respond to the changing needs and demographics of Multnomah County. All changes are shaped by the input of consumers, advocates, providers and stakeholders. MHASD does this through frequent provider, adult system and child system advisory meetings, focus groups and ad hoc meetings.

MHASD administration is also responsible for ensuring contracted providers deliver evidence-based and culturally responsive services to consumers. The Division monitors our contracts with providers for regulatory and clinical compliance. To ensure good stewardship, MHASD business and clinical decisions ensure that finite resources are targeted to serve the most vulnerable populations. MHASD management participates in planning at the state level to influence the policy decisions that affect the community we serve. MHASD values our community partners, with whom we work collaboratively to create a system of care responsive to the needs of our community.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total Adult/Child MHASD Advisory Meetings <sup>1</sup>	37	34	34	34			
Outcome	Advisors agree with the statement: Overall, MHASD does its job well <sup>2</sup>	-	80%	80%	-			

#### **Performance Measures Descriptions**

<sup>1</sup>Total number of MHASD AMHSA, CMHSAC, Family Youth Advisory Council, Wraparound CPC, and Wraparound Executive Committee meetings during the measurement period.

<sup>2</sup> The survey will be repeated in FY2014

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$171,455	\$815,681	\$173,859	\$811,796
Contractual Services	\$26,992	\$103,000	\$25,000	\$103,000
Materials & Supplies	\$21,977	\$73,016	\$18,471	\$73,230
Internal Services	\$14,698	\$87,873	\$14,900	\$89,959
Total GF/non-GF	\$235,122	\$1,079,570	\$232,230	\$1,077,985
Program Total:	\$1,314,692		\$1,31	0,216
Program FTE	0.67	5.33	0.67	5.33

Program Revenues					
Indirect for Dept. Admin	\$15,381	\$0	\$17,132	\$0	
Intergovernmental	\$0	\$954,647	\$0	\$951,018	
Other / Miscellaneous	\$0	\$124,923	\$0	\$126,967	
Total Revenue	\$15,381	\$1,079,570	\$17,132	\$1,077,985	

## **Explanation of Revenues**

\$272,285 - State Mental Health Grant Flex Funding: Based on FY14 grant award

\$678,733 - Oregon Health Plan Premium: Based on FY14 Rate per client times number of clients as of 12/31/13

\$126,967 - Care Oregon Incentive via the Health Department: Based on FY14 Estimated cost

### Significant Program Changes

Last Year this program was: 25050A MHASD Administration



# Program #25051 - Mental Health Pilot-Crisis Assessment & Treatment Center

4/16/2014

(CATC) Behavioral Health Triage for Adults

**Department:** County Human Services **Program Contact:** David Hidalgo

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs: 25056-15

**Program Characteristics:** 

#### **Executive Summary**

This offer is a pilot service enhancement to the Program Offer 25056 Crisis Assessment and Treatment Center (CATC). The CATC, is an alternative to hospitalization and incarceration that offers 16 beds of short-term mental health treatment in a secure locked environment. A Behavioral Health Triage service in the same facility would allow for direct admit to an available bed from Multnomah County Sheriff's Office, Multnomah County Probation and Parole, Corrections Health and Portland Police. This service enhancement would increase the value, efficiency and use of the CATC program.

#### **Program Summary**

CATC Sub-acute is a short-term stabilization program for those individuals who require a secure alternative to hospitalization or incarceration. In order to stabilize or protect an individual, first responders and County Corrections currently use emergency departments and jails as a triage point for CATC. While CATC is less expensive than hospitalization and jail, the program lacks a dedicated Behavioral Health Triage service. This service does not increase the 16 bed capacity in CATC but adds a program enhancement to accommodate direct admits to an available bed for Multnomah County Sheriff's Office, Multnomah County Probation and Parole, Corrections Health and Portland Police. The Behavioral Health Triage service would provide rapid medical screening and psychiatric assessment to facilitate admission to an available CATC bed. Dedicated staff would include a nurse, counselor, and peer, plus access to a MD when needed. The service would operate during peak hours of need for CATC triage but less than 24 hours a day. Consumers assessed to need a lower level of care than CATC, could remain at the triage site while appropriate arrangements are made for transfer and placement. Adding CATC Behavioral Health Triage will reduce overall cost to the system, divert from inappropriate admits to emergency departments, inpatient and booking into jail.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Percent of triage requests accepted	-	-	-	TBD	
Outcome		-	-	-	-	
Output	Total number of Triage requests	-	-	-	TBD	
Output	Total number of individuals discharged from CATC Triage to lower level of care or community	-	-	-	TBD	

#### **Performance Measures Descriptions**

At this time there is no baseline data available from police or other sources so there is no benchmark yet to determine performance estimates.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$658,721	\$0
Total GF/non-GF	\$0	\$0	\$658,721	\$0
Program Total:	\$0		\$658	3,721
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# Significant Program Changes

Last Year this program was:



#### Program #25052 - Medical Records for MHASD

4/16/2014

**Department:** County Human Services **Program Contact:** Joan Rice

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs: 25050A, 25053

**Program Characteristics:** 

### **Executive Summary**

The Medical Records Program is responsible for the internal management of all of the Mental Health and Addiction Services Division's clinical records, including more than 75,000 adult and children's mental health and alcohol and drug client records, and Multnomah Mental Health (previously known as Verity) MHO records required by Oregon Administrative Rules.

### **Program Summary**

Mental Health and Addiction Services Division (MHASD) Medical Records Unit ensures that mental health, alcohol and drug, and Multnomah Mental Health managed care records are maintained in accordance with federal and state laws and regulations, and county and departmental rules, policies, and procedures.

Program staff provide multiple client records services including: access; inventory; retrieval; billing and administrative rule compliance auditing; archiving; forms design and management; authorization/release of information; legal requests for records; data analysis; and technical assistance to community agencies and county staff.

In FY13, the Division implemented an electronic health record system (EHR). This required multiple process changes for the Records Unit and the Division. The Records Unit scans collateral documents, including historical and current documents, and attaches them to the client record in the EHR.

As the Local Mental Health Authority, MHASD is responsible for programs such as involuntary commitment, commitment monitor, trial visit and residential services. In FY15, these programs will require the creation of approximately 5,500 individual records. The MHASD programs where services are provided by county staff are expected to serve more than 1,350 individuals, each requiring a medical record.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Count of record items processed annually plus scanned page count. 1	224,284	178,521	280,236	250,340			
Outcome	Percent of representative sample audited for compliance with Medicaid billing rules. <sup>2</sup>	100%	100%	100%	100%			

<sup>&</sup>lt;sup>1</sup> Electronic Health Record (EHR) was implemented 2nd Quarter 2013. Some processing tasks have been eliminated while new ones have been created such as scanning which was underestimated for FY13 due to new state requirements. The first Output in FY13 has been absorbed into the first Output for FY14.

<sup>&</sup>lt;sup>2</sup> Records Program auditing function changed to an audit sample in FY13 rather than 100% because the EHR has enhanced the auditing process via reports. These are then analyzed by health information technicians.

The following guidelines are utilized in monitoring MHASD compliance to federal, state and county rules and audits regarding client confidentiality and release of clinical records, record retention, responding to subpoenas and court orders for confidential client records and standards for clinical documentation: HIPAA, DSM IV "Diagnostics & Statistical Manual of Mental Disorders", Children's & Adult's State of Oregon Administrative Rules, Oregon Revised Statutes related to medical records & client confidentiality, State Archiving rules, CFR 42 Public Health, Chapter 1 Part 2, Public Law 94-142, Public Law 99-57, State of Oregon Mandatory Child Abuse Reporting Laws, Oregon Health Plan, Mental Health Organization Contract, Multnomah Mental Health HSO Policies & Procedures, Practice Guidelines of the American Health Information Management Association, and Centers for Medicare and Medicaid billing regulations.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$634,680	\$57,754	\$646,633	\$69,552
Materials & Supplies	\$3,533	\$0	\$3,214	\$357
Internal Services	\$88,551	\$7,778	\$79,600	\$8,600
Total GF/non-GF	\$726,764	\$65,532	\$729,447	\$78,509
Program Total:	\$792,296		\$807	7,955
Program FTE	8.00	1.00	8.00	1.00

Program Revenues				
Intergovernmental	\$0	\$65,532	\$0	\$78,509
Total Revenue	\$0	\$65,532	\$0	\$78,509

#### **Explanation of Revenues**

\$78,509 - State Mental Health Grant Flex Funds: Based on FY14 grant award

#### Significant Program Changes

Last Year this program was: 25052 Medical Records for MHASD



#### Program #25053 - Mental Health Quality Management & Protective Services

4/16/2014

Joan Rice

**Department:** County Human Services **Program Contact:** 

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs: 25050A, 25052

**Program Characteristics:** 

#### **Executive Summary**

Quality Management works to assure quality of contracted providers through mental health agency audits, investigations, and monitoring mental health contract performance. The program serves approximately 100,000 Multnomah Mental Health Oregon Health Plan (OHP) members, 52 mental health agencies and 73 residential/foster facilities.

#### **Program Summary**

Quality Management protects and supports mentally ill adults and children in Multnomah County by providing specific services including: coordinating compliance with Health Insurance Portability and Accountability Act (HIPAA) rules and Multnomah Mental Health contracts; measuring client outcomes; conducting certification audits for community mental health agencies; assuring compliance with grievance procedures; auditing and providing technical support to 52 mental health agencies; coordinating residential quality and tracking approximately 10,445 reportable residential adverse events annually; assisting the State with licensing visits and Oregon Administrave Rules (OARs) compliance for residential treatment homes and facilities; investigating complaints about residential care; monitoring progress of providers found out of compliance with OARs; and investigating abuse allegations and providing protective services to approximately 290 mental health clients annually. These investigations serve to protect some of the most vulnerable individuals in our mental health system.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of clinical reviews/protective service investigations/incident reports reviewed1	11,482	11,007	12,091	12,091			
Outcome	Percent of certification reviews conducted within 3 year maximum OAR mandate <sup>2</sup>	100.0%	100.0%	100.0%	100.0%			

<sup>&</sup>lt;sup>1</sup> Residential critical incidents + total protective service investigations/screenings + total clinical reviews (treatment records reviewed for mental health agency certification or Multnomah Mental Health compliance)

<sup>&</sup>lt;sup>2</sup> Percentage of reviews conducted within a 3 year period does not include Oregon Addiction and Mental Health Services Division authorized extensions

1) Each provider of community mental health and developmental disability service elements shall implement and maintain a quality assurance program, (309-014-0030). Elements of the QA program include maintaining policies and procedures, grievance management, fraud and abuse monitoring, performance measurement, and contract management. 2) As a function of the Multnomah County, Mental Health and Addiction Services Division representing the Local Mental Health Authority (LMHA), provides oversight and makes recommendations to the State Addictions and Mental Health Division (AMH)regarding the issuing of Certificates of Approval held by Community Mental Health Agencies for Medicaid populations as outlined in OARs 309-012-0130 through 309-012-0220. 3) The LMHA as a designee for DHS shall conduct the investigations and make the findings required by ORS 430.735 to 430.765 for allegations of abuse of a person with mental il

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$804,655	\$1,596,530	\$934,780	\$1,640,738
Contractual Services	\$10,000	\$1,235,902	\$6,000	\$1,295,800
Materials & Supplies	\$14,112	\$52,955	\$15,841	\$70,283
Internal Services	\$83,826	\$246,988	\$79,476	\$267,631
Total GF/non-GF	\$912,593	\$3,132,375	\$1,036,097	\$3,274,452
Program Total:	\$4,044,968		\$4,31	0,549
Program FTE	8.53	12.57	9.53	13.57

Program Revenues					
Indirect for Dept. Admin	\$49,711	\$0	\$63,094	\$0	
Intergovernmental	\$0	\$3,132,375	\$0	\$3,274,452	
Total Revenue	\$49,711	\$3,132,375	\$63,094	\$3,274,452	

### **Explanation of Revenues**

\$774,726 - State Mental Health Grant Flex Funds: Based on FY14 grant award \$2,499,726 - Oregon Health Plan Premium: Based on FY14 Rate per client times number of clients as of 12/31/13

#### Significant Program Changes

Last Year this program was: 25053 Mental Health Quality Management & Protectiv



#### Program #25055A - Behavioral Health Crisis Services

4/16/2014

Department:County Human ServicesProgram Contact:Neal RotmanProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Mental Health and Addiction Services Division operates a 24-hour, 365-day-a-year behavioral health emergency crisis response system. FY14 services included a 24/7 crisis hotline, a 24/7 mobile crisis outreach and a seven day a week 15.5-hour walk-in clinic. Total number of people served in FY13 was 82,847. Due to State of Oregon budget reductions in FY12 of \$1,584,090, the FY15 offer will be reduced to include: 24/7 Call Center mental health crisis hot line, 24/7 mobile crisis outreach, and the Urgent Walk -In Clinic reduced from 15.5 hours 365 days a year to 9 hours Monday-Friday.

#### **Program Summary**

The behavioral health crisis system in Multnomah County is comprised of several interconnected services: Multnomah County Call Center – operated by Multnomah County 24/7, 365 days/year. The Call Center coordinates emergency mental health services for all county residents regardless of insurance status. Interpretation services are available as needed. It also provides the following: deploys mobile crisis resources, provides crisis counseling, provides treatment information and referral, linkage to behavioral health services, community education on suicide prevention, after hours hospitalization authorizations for Multnomah Mental Health members, and authorizations for indigent medications and transportation. Total number of calls managed in FY13 was 70,702.

Utilization Review - This function provides authorization oversight of Multnomah Mental Health funds and indigent treatment funds for those experiencing mental health emergencies and crisis. The total number of after hours contacts was 6,187.

Project Respond – Mobile outreach service that is contracted with a community based organization and is available 24/7, 365 days/year. Project Respond is deployed by the Call Center or Portland Police to provide face-to-face crisis evaluation and triage services to those in crisis regardless of insurance status. In FY13, total number of clients served was 2,355. Hospital Outreach Liaisons- in the Project Respond program assist in diverting individuals in Emergency Departments from Acute care services to appropriate treatment services in the community. Outreach liaisons had 368 face to face contacts in FY13.

Urgent Walk-In Clinic (UWIC) – Clinic based service contracted with a community-based organization, available from 9 a.m. to 6 p.m., Monday - Friday, that provides crisis evaluation, triage, and stabilization on a walk-in basis. The UWIC is the only service available to indigent clients in crisis in Multnomah County with immediate access to a psychiatrist or psychiatric mental health nurse practitioner for medication evaluation and treatment. Clients seen at the clinic are primarily indigent. Total number of clients served in FY13 was 3,603 when the UWIC operated 15.5-hours per day seven days a week. The FY15 reduction to 9 hours-per-day Monday - Friday could reduce contacts by 1,800 and increase the use of Emergency departments for crisis evaluation and stabilization.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total Crisis System Contacts <sup>1</sup>	82,847	62,000	84,000	60,200			
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED <sup>2</sup>	96.6%	97.0%	96.0%	96.0%			

<sup>&</sup>lt;sup>1</sup> Total crisis system contacts actual for FY13 = Call center contacts (70,702,),Project Respond contacts(2,355),urgent walk in clinic contacts (3,603), Utilization Review after hours (6,187).

<sup>&</sup>lt;sup>2</sup> Percentage of Urgent Walk In contacts that do not need a referral to an Emergency Department for acute services.

The Multnomah County Community Mental Health Program is contracted with the state to provide a mental health crisis system that meets the needs of the community.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$24,094	\$1,831,981	\$24,227	\$1,736,184
Contractual Services	\$933,836	\$3,271,365	\$1,234,533	\$2,751,007
Materials & Supplies	\$0	\$15,598	\$0	\$15,617
Internal Services	\$0	\$371,896	\$0	\$430,825
Total GF/non-GF	\$957,930	\$5,490,840	\$1,258,760	\$4,933,633
Program Total:	\$6,448,770		\$6,19	2,393
Program FTE	0.20	16.36	0.20	16.34

Program Revenues				
Indirect for Dept. Admin	\$35,218	\$0	\$71,351	\$0
Intergovernmental	\$0	\$4,765,840	\$0	\$4,293,636
Beginning Working Capital	\$0	\$720,000	\$0	\$640,000
Service Charges	\$0	\$5,000	\$0	\$0
Total Revenue	\$35,218	\$5,490,840	\$71,351	\$4,933,636

## **Explanation of Revenues**

\$1,366,750- State Mental Health Grant Flex funds: All based on FY14 grant award \$2,926,886 - Oregon Health Plan Premium: Based on FY14 Rate per Client times number of clients as of 12/31/13 \$640,000 - State Mental Health Grant Flex funds BWC

### **Significant Program Changes**

Last Year this program was: 25055A Behavioral Health Crisis Services



#### Program #25055B - Crisis Backfill

4/16/2014

**Department:** County Human Services **Program Contact:** Neal Rotman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 25055A

Program Characteristics: Backfill State/Federal/Grant

#### **Executive Summary**

This scaled offer represents the \$960,000 deficit in crisis services funding due to the FY12 state general fund reduction of \$1,584,090 in crisis services. This offer would allow the Mental Health Urgent Walk-In Clinic (UWIC) to maintain operating 15.5 hours per day seven days a week. Without this funding the program will be reduced to 9 hours per day Monday-Friday. A decrease of services that will lead to the increase in the use of Emergency departments for crisis evaluation and stabilization.

#### **Program Summary**

The Urgent Walk-In Clinic (UWIC) is a clinic based service contracted with a community based organization, currently available from 7 am to 10:30 pm, 365 days/year, that provides crisis evaluation, triage, and stabilization on a walk-in basis. The Urgent Walk-In Clinic is the only service available to indigent clients in mental health crisis in Multnomah County with immediate access to a psychiatrist or psychiatric mental health nurse practitioner for medication evaluation and treatment. In addition, the UWIC links clients to the appropriate level of services and/or coordinates with current mental health or physical health services to address treatment and care needs identified during the crisis evaluation.

The total number of clients served in FY13 was 3,603. Of this number of clients seen, 96.6% did not need to be referred to an Emergency department for acute services following their visit. The majority of clients (65.6%) were discharged to outpatient mental health services (30.4%) or to their PCP (35.2%) for follow up services. Only 14% of those receiving crisis services form the UWIC returned for follow up services within the year.

Without the \$960,000 in funding the program will need to be reduced to 9-hours per day Monday-Friday. This reduction of 63.5 hours a week could reduce contacts by up to 1,800 per year and will increase the use of Emergency departments for crisis evaluation and stabilization.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of Urgent Walk-in Clinic Clients seen within the 63.5 hour operating period <sup>1</sup>	-	-	-	1,800			
Outcome	% of UWIC clients seen by the UWIC not referred to an Emergency Department <sup>2</sup>	96.6%	97.0%	96%	97%			

- <sup>1</sup> Urgent Walk-in Clinic contacts during the purchased 63.5 hours.
- <sup>2</sup> Percentage of Urgent Walk In contacts that do not need a referral to an Emergency Department for acute services.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$914,373
Internal Services	\$0	\$0	\$0	\$45,627
Total GF/non-GF	\$0	\$0	\$0	\$960,000
Program Total:	\$0		\$960	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$0	\$0	\$24,231	\$0	
Beginning Working Capital	\$0	\$0	\$0	\$960,000	
Total Revenue	\$0	\$0	\$24,231	\$960,000	

## **Explanation of Revenues**

\$960,000 - Behavioral Health Fund Reserves

# Significant Program Changes

Last Year this program was:



#### Program #25056 - Mental Health Crisis Assessment & Treatment Center (CATC)

4/16/2014

Department: County Human Services Program Contact: Neal Rotman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Mental Health and Addiction Services Division (MHASD) has identified alternatives to inpatient hospitalization as a missing service in the system of care. The Crisis Assessment and Treatment Center (CATC) offers 16 beds of short-term mental health treatment in a secure locked environment as a lower cost alternative to hospitalization for over 600 clients per year. Facility staffing includes physical and mental health professionals and peer support specialists.

#### **Program Summary**

Crisis Assessment Treatment Center Sub-acute is a short-term stabilization program for those individuals who require a secure alternative to incarceration or hospitalization. It is a critical component in a full continuum of mental health services. Although it works with other community agencies that provide long term-care, the mission of the sub-acute facility is brief intervention when a person becomes a danger to themselves or others due to his/her mental illness. The target length of stay is 6 days. Since the individual remains linked to the community, length-of-stay is minimized and the person is less likely to lose critical recovery supports including Medicaid eligibility and housing. Sub-acute care is less expensive than hospitalization. Incarceration hinders recovery and strains the resources of courts and the jail. As part of a best practice model for facilities of this type, the proposed treatment team includes consumer positions on staff (Peer Support Specialists) to provide mentoring and linkage to services in the community. These positions are salaried members of the treatment team.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of admissions that are Multnomah Mental Health members <sup>1</sup>	351	463	325	325		
Outcome	Number of Multnomah Mental Health inpatient(hospital) bed	12.3	7	12.8	12.8		
Output	Number of admissions that are indigent Multnomah Residents <sup>1</sup>	301	266	309	309		
Output	Number of inpatient days for uninsured/indigent adults <sup>2</sup>	3,747	3,672	3,627	3,627		

<sup>&</sup>lt;sup>1</sup> Number of Multnomah Mental Health members and indigent/Medicare clients admitted who would otherwise have been hospitalized or jailed.

<sup>&</sup>lt;sup>2</sup> Inpatient days refers to hospital stays- a lower number indicates a reduction in use of this highest and most expensive level of care.

The Multnomah County Community Mental Health Program is contracted with the state to provide a mental health crisis system that meets the needs of the community.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$597,500	\$2,546,295	\$1,197,500	\$1,948,795
Internal Services	\$0	\$293,854	\$0	\$302,755
Total GF/non-GF	\$597,500	\$2,840,149	\$1,197,500	\$2,251,550
Program Total:	\$3,437,649		\$3,44	9,050
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$41,661	\$0	\$46,603	\$0	
Intergovernmental	\$0	\$2,840,149	\$0	\$2,251,550	
Total Revenue	\$41,661	\$2,840,149	\$46,603	\$2,251,550	

#### **Explanation of Revenues**

\$405,173 - State Mental Health Grant Flex Funds: Based on FY14 grant award \$1,846,377 - Oregon Health Plan Premium: Based on FY14 Rate per Client times number of clients as of 12/31/13

## Significant Program Changes

Last Year this program was: 25056A Mental Health Crisis Assessment & Treatment



#### Program #25057 - Inpatient, Subacute & Residential MH Services for Children

4/16/2014

**Department:** County Human Services **Program Contact:** Joan Rice

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The more intensive mental health needs of children and families enrolled in Oregon Health Plan are met through the following service types: psychiatric inpatient hospitalization services, psychiatric residential treatment services for children, and secure alternatives to psychiatric hospitalization for children. The three program elements combined provide a continuum of services for approximately 150 children each year who need secure placement outside the home for mental health care.

#### **Program Summary**

Three distinct levels of higher intensity care are available in the mental health service continuum for children and families: Psychiatric inpatient hospitalization is the most intensive and restrictive level of treatment for children suffering from mental illness. The Mental Health and Addiction Services Division (MHASD) Utilization Management Team (UR) coordinates with hospital and community providers. UR authorizes inpatient psychiatric hospitalization only when community-based care is inadequate to prevent a mental health crisis or manage severe symptoms, based on medical necessity and clinical criteria. The average hospital stay for a child is 5.7 days.

Sub-acute is a secure alternative to psychiatric hospitalization used to stabilize mental health symptoms for children who would otherwise require inpatient hospitalization. Service is provided at a secure community-based facility that is staffed 24 hours a day with medical and clinical personnel. Treatment includes clinical programming, family therapy, medication management and discharge planning. The MHASD Utilization Management Team authorizes the service. Psychiatric Residential Services is the least intensive of these three service types. Psychiatric residential services treat children who, because of acute mental illness, are unable to manage their own behavior and who often present a threat to themselves and their parents. Highly trained staff provide 24-hour-a-day service, including psychiatric treatment and medication management. The Utilization Management Team manages the authorization of these services and works with providers to discharge children into the community when appropriate.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total unduplicated children receiving inpatient, subacute & residential care <sup>1</sup>	157	188	153	153			
Outcome	Average length of stay in psychiatric residential treatment <sup>2</sup>	105	105	89	90			

<sup>&</sup>lt;sup>1</sup>Total unduplicated children receiving inpatient, subacute, and residential psychiatric care.

<sup>&</sup>lt;sup>2</sup> Average psychiatric residential treatment length of stay in number of days

Mental Health Organization contract with the State of Oregon. Risk Accepting Entity contract with Health Share of Oregon.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$4,789,440	\$0	\$4,318,440
Internal Services	\$0	\$302,851	\$0	\$274,676
Total GF/non-GF	\$0	\$5,092,291	\$0	\$4,593,116
Program Total:	\$5,092,291		\$4,59	3,116
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$158,445	\$0	\$115,933	\$0	
Intergovernmental	\$0	\$5,092,291	\$0	\$4,593,116	
Total Revenue	\$158,445	\$5,092,291	\$115,933	\$4,593,116	

## **Explanation of Revenues**

\$4,593,116 - Oregon Health Plan Premium: Based on FY14 Rate per Client times number of clients as of 12/31/13

## **Significant Program Changes**

Last Year this program was: 25057 Inpatient, Subacute & Residential MH Service



#### Program #25058 - Mental Health Commitment Services

4/16/2014

**Department:** County Human Services **Program Contact:** Jean Dentinger

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Commitment Services includes Emergency Psychiatric Holds (E-Holds), Involuntary Commitment Program (ICP), Commitment Monitors, & the State Hospital Waitlist Reduction Program. The county is the payor of last resort for indigent E-Holds & ICP staff are required to investigate & determine whether individuals on an E-Hold present a risk of harm to themselves or others & if a court hearing should be recommended. This is a requirement of the county as the Local Mental Health Authority. In FY13 ICP investigated 4,397 total holds; commitment staff monitored 546 patients & 147 trial visits.

#### **Program Summary**

Commitment Services is comprised of several distinct, yet interconnected services:

Involuntary Commitment Program: An E-Hold places an individual in a hospital while ICP staff investigate the individual's mental health status to determine if the person has a mental illness and is dangerous to self and/or others. ICP staff file for a pre-commitment hearing with the circuit court. When staff recommend a hearing, ORS 426.110-120 requires that a court examiner make an independent recommendation to the Judge.

Emergency Hold: When an individual is placed on an E-Hold and cannot pay for the hospital stay, ORS 426 requires that the county pay for these services. The county is required to provide commitment monitoring services.

Commitment Monitors: Staff in this unit assess committed individuals to determine whether they continue to meet commitment criteria, work with hospital staff to develop treatment and discharge plans, and make recommendations on continued hospitalization. Commitment monitors perform monitoring services during trial visits to the community, facilitate financial and medical entitlements, and ensure that individuals transition into the most appropriate level of community care. In FY12, the state began funding the county to pay for uninsured consumers who are committed and monitored in the hospital by MHASD's commitment monitors.

State Hospital Waitlist Reduction Program (WLRP): Funding provides for Intensive Case Management (ICM) for patients discharging from the State Hospital and acute care hospitals, and for four Emergency Department Liaisons. ICM and transition planning prevent relapses into hospital care and reduce the County's burden as the payor of last resort. ICM staff provide connection with resources and assistance in obtaining housing, access to health care, social services, and outpatient mental health services. These services address the needs of mentally ill county residents at the highest level of care. Services provide care and service coordination, ensure adequacy and appropriateness of resources and provide protection of legal and civil rights.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	# of E-Holds investigated for County residents <sup>1</sup>	4,241	3,500	4,300	3,500		
Outcome	% of total E-Holds that did not go to Court hearing <sup>2</sup>	94%	90.0%	92%	90%		
Outcome	% of total E-Holds taken to court hearing that resulted in commitment <sup>2</sup>	92%	80.0%	85%	85%		
Output	# of commitments monitored annually <sup>3</sup>	546	560	600	560		

- <sup>1</sup> This measure has been changed to include both E-holds for indigent residents as well as residents with insurance.
- <sup>2</sup> Outcomes measure staff effectiveness in applying ORS 426 and reducing the burden on the commitment court system by bringing cases to court that definitively meet commitment criteria.
- <sup>3</sup> # monitored reflects both new and existing commitments of Multnomah County residents in acute care settings and secure residential placements.

The ORS 426 requires that all persons placed on a notice of mental illness be investigated within 24 hours, as well as monitored upon commitment, as a protection of their civil rights; The state delegates the implementation of this statute to the counties.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$966,256	\$1,995,060	\$972,617	\$1,850,648
Contractual Services	\$205,000	\$3,467,451	\$205,000	\$1,651,726
Materials & Supplies	\$1,500	\$57,075	\$1,500	\$62,181
Internal Services	\$0	\$350,083	\$0	\$342,859
Total GF/non-GF	\$1,172,756	\$5,869,669	\$1,179,117	\$3,907,414
Program Total:	\$7,042,425		\$5,08	6,531
Program FTE	9.00	17.50	9.00	16.50

Program Revenues					
Intergovernmental	\$0	\$5,869,669	\$0	\$3,183,639	
Beginning Working Capital	\$0	\$0	\$0	\$723,777	
Total Revenue	\$0	\$5,869,669	\$0	\$3,907,416	

### **Explanation of Revenues**

\$3,183,639 - State Mental Health Grant Flex Funds: Based on FY14 grant award. \$723,777 - Beginning Working Capital State Mental Health Grant Flex Funds

## Significant Program Changes

Last Year this program was: 25058 Mental Health Commitment Services



#### Program #25059 - Peer-run Supported Employment Center

4/16/2014

**Department:** County Human Services **Program Contact:** David Hidalgo

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program offer provides an ongoing portion of the funding necessary for a peer-run supported employment program. Additional funding will come from private foundations and in-kind donations. These peer-run employment and education programs typically secure funding from federal, state, and local governments including municipal mental health departments and the national Substance Abuse and Mental Health Services Administration (SAMSHA). Every dollar of county general fund would directly provide employment for a person with a mental illness.

#### **Program Summary**

This program offer would continue to support the peer-run supported employment center through continued funding of positions and operating costs. The Supported Employment center offers employment, wellness and administrative support to adults with a mental illness who want to become employed. Continued funding through this offer would ensure that staff can continue to meet the training standards required for ICCD Certification. Certification requires that the peer-run entity meet a defined standard of service delivery. Education is tightly linked with income and wealth, and less education is linked with poor health. Peer-run supported employment provides encouragement and assistance for individuals with a mental illness in securing continuing education, and advocating for reasonable accommodations.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of active members	75	120	108	120			
Outcome	Percent of members in paid employment postions	0	15%	13%	14%			
Output	Average daily attendance (ADA)	10	18	14	15			

#### **Performance Measures Descriptions**

Performance measures reflect gradual increase in the total number of members enrolled in program.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$80,000	\$0	\$80,000	\$0
Total GF/non-GF	\$80,000	\$0	\$80,000	\$0
Program Total:	\$80,000		\$80,	000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25059A Peer-run Supported Employment Center



#### Program #25060A - Mental Health Residential Services

4/16/2014

**Department:** County Human Services **Program Contact:** Neal Rotman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program includes Mental Health Residential Services and Transitional Housing. Residential treatment programs include: Secure Residential Treatment Facilities (SRTFs), Residential Treatment Homes (RTHs), Adult Foster Care Homes and a range of semi-independent supported housing programs. Transitional Housing focuses on individuals who require assistance obtaining permanent housing while addressing their mental health needs. Transitional housing allows the individual a short-term stable housing opportunity to decrease the likelihood that they will need crisis and acute services.

### **Program Summary**

Residential services is comprised of two distinct, yet interconnected services: Residential Services - Residential staff screen and place adults with severe and persistent mental illness in structured housing where licensed caregivers provide mental health and social services in 65 separate facilities/homes with a total bed count of 396. The program received 369 referrals in FY13, with a 40% placement rate. Staff monitor facilities for licensing, civil rights and treatment requirements. Staff provide training, technical assistance, and assist with development and siting of new facilities.

Transitional Housing - Royal Palm is a 50 bed transitional housing facility, providing 20 dormitory shelter beds and 30 units of Single Room Occupancy. This is low barrier housing for individuals with a mental illness who are homeless or at imminent risk of homelessness. The facility is staffed 24-hours-a-day and provides on-site case management and mental health treatment services. The Royal Palm housed 112 clients in FY13. Residential Services also monitors nine additional supported housing programs with a total of 120 beds.

Residential Services and Transitional Housing link mental health treatment to stable, short and long-term housing. Programs provide intervention and service coordination in the provision of housing and comprehensive community supports and services, as well as facilitate discharge of adults with mental illness to community residential programs from local acute care inpatient psychiatric facilities and the Oregon State Hospital, allowing consumers to increase their independence in the least restrictive level of care.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of New Residential Services Referrals <sup>1</sup>	369	350	350	350			
Outcome	% of Residential Services referrals placed	40.0%	45.0%	45.0%	45.0%			

<sup>&</sup>lt;sup>1</sup> This measure indicates the gap between the number of existing residential treatment beds and the number of referrals for placement.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$454,935	\$419,194	\$470,392	\$333,662
Contractual Services	\$587,614	\$8,578,766	\$609,635	\$6,576,695
Materials & Supplies	\$9,440	\$7,320	\$9,440	\$7,290
Internal Services	\$58,260	\$61,451	\$22,216	\$182,759
Total GF/non-GF	\$1,110,249	\$9,066,731	\$1,111,683	\$7,100,406
Program Total:	\$10,176,980		\$8,21	2,090
Program FTE	4.30	4.30	4.50	3.50

Program Revenues					
Indirect for Dept. Admin	\$4,014	\$0	\$62,121	\$0	
Intergovernmental	\$0	\$9,066,731	\$0	\$7,100,405	
Total Revenue	\$4,014	\$9,066,731	\$62,121	\$7,100,405	

#### **Explanation of Revenues**

\$629,900- State Mental Health Grant Non-Residential Adult Mental Health; \$2,996,853 - State Mental Health Grant Flex Funds; \$219,712 - State Mental Health Grant Community Support Services Homeless; \$476,164- State Mental Health Grant Community MH Block Grant: \$44.418 - State Mental Health Grant Older/Disabled Mental Health Services: All Based on FY14 grant award \$2,461,168 - Oregon Health Plan Premium: Based on FY14 Rate per Client times number of clients as of 12/31/13 \$273,000 - City of Portland: Based on grant agreement

#### Significant Program Changes

Last Year this program was: 25060A Mental Health Residential Services



## Program #25061 - Adult Mental Health Initiative (AMHI)

4/16/2014

Department:County Human ServicesProgram Contact:Joan RiceProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Adult Mental Health Initiative (AMHI): diverts individuals from Oregon State Hospital (OSH); coordinates successful discharge from OSH into appropriate community placements and services; coordinates care for individuals residing primarily in licensed residential facilities in order to move individuals into the least restrictive housing possible; and coordinates care and develops supports to maximize independent living.

#### **Program Summary**

Mental Health and Addiction Services (MHASD) AMHI staff work with other MHASD units, OSH, Addictions and Mental Health (AMH), Coordinated Care Organizations (CCO) and counties to coordinate the placement and movement of individuals primarily within a statewide network of licensed housing providers. New or enhanced services offered by AMHI can include: supported housing development and rental assistance to increase housing options matched to client need; Exceptional Needs care coordination to assure access to appropriate housing placements and the development of supports to increase success in the community; referrals to community mental health programs; referrals to Supported Employment to help move clients towards greater independence; and transition planning management to assure the most efficient utilization of the licensed residential housing stock within the community.

The overarching goal of AMHI is assisting individuals to achieve the maximum level of independent functioning possible. This goal is achieved by diverting individuals from admission to OSH; supporting quick, safe and appropriate discharges from OSH into the community; and providing supports (skills training, etc.) to help individuals achieve independent living in the least restrictive housing environment. These three goals are quantified as Qualifying Events (QEs) in the Performance Measures.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Clients Served in AMHI	836	700	877	877		
Outcome	Number of Qualifying Events <sup>1</sup>	208	110	233	233		

<sup>&</sup>lt;sup>1</sup> The contractual measure of performance includes totall Qualifying Events, defined as total of OSH diversions, OSH discharges, and discharges to lower levels of residential care within the community (i.e., increase independent living).

State of Oregon Mental Health Organization contract

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$567,944	\$0	\$705,365
Contractual Services	\$0	\$2,295,379	\$0	\$2,814,992
Materials & Supplies	\$0	\$9,329	\$0	\$9,848
Internal Services	\$0	\$151,062	\$0	\$175,746
Total GF/non-GF	\$0	\$3,023,714	\$0	\$3,705,951
Program Total:	\$3,023,714		\$3,705,951	
Program FTE	0.00	6.25	0.00	7.25

Program Revenues				
Indirect for Dept. Admin	\$25,707	\$0	\$37,836	\$0
Intergovernmental	\$0	\$3,023,714	\$0	\$3,705,951
Total Revenue	\$25,707	\$3,023,714	\$37,836	\$3,705,951

## **Explanation of Revenues**

\$2,176,929 - State Mental Health Grant Flex Funds: Based on FY14 grant award

\$30,000 - State Mental Health Grant Special Projects

\$1,499,022 - Oregon Health Plan Premium: Based on FY14 Rate per Client times number of clients as of 12/31/13

## Significant Program Changes

Last Year this program was: 25061 Adult Mental Health Initiative (AMHI)



#### Program #25062 - Mental Health Services for Adults

4/16/2014

**Department:** County Human Services **Program Contact:** Joan Rice

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program offer describes the existing continuum of adult mental health care funded by Oregon Health Plan and managed by Health Share Multnomah Mental Health. The continuum addresses the needs of adults at emergent, urgent & routine levels of care. Psychiatric hospitalization treats persons at immediate risk to themselves or others. Respite services provide intervention when an individual's symptoms have risen beyond the scope of outpatient treatment. Outpatient treatment services provide a range of care matched to diagnosis and acuity to approximately 9,000 adults annually.

#### **Program Summary**

This service continuum contains three distinct service elements that contribute to a system of care for adults: psychiatric inpatient, respite and outpatient services. Psychiatric inpatient hospitalization is the most intensive level of care in the adult system. Hospital admission is carefully monitored to ensure that it is only offered where medically and clinically appropriate. Once admitted, individuals receive the full range of treatment services provided in a hospital setting. The Mental Health and Addiction Services Division (MHASD) Crisis Services works with the hospitals and providers to provide individuals a safety net of services as they transition into the community following discharge. The call center coordinated these services for 1,213 inpatient discharges in FY13.

Mental health respite services are a community-based approach to stabilize individuals whose symptoms have exceeded the scope of outpatient treatment. The goal is to prevent hospitalization through early intervention with short-term, intensive residential treatment. Respite care contains a range of treatment options, including medication management, clinical treatment and post-discharge transition planning. It has been defined as a best practice when used in a continuum of treatment services.

Adult mental health outpatient services provide a comprehensive array of treatment options that address the needs of each individual, including several categories of individual and group therapy, general and intensive case management for individuals with severe mental illness, intensive outreach and medication management. Outpatient services address long and short-term mental health needs to lessen the need for more acute services. An average of 4,677 adults receive outpatient services each month, with many remaining in treatment for several months.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Total adults receiving outpatient mental health services <sup>1</sup>	9,049	9,300	8,787	8,787	
Outcome	Percent of adults readmitted to inpatient within 30 days of discharge <sup>2</sup>	21.1%	17.3%	20.2%	20.2%	

<sup>&</sup>lt;sup>1</sup> Number of unduplicated Multnomah Mental Health adult enrollees who received an outpatient mental health service during the measurement period.

<sup>&</sup>lt;sup>2</sup> Percent of unduplicated Multnomah Mental Health adult enrollees who were readmitted to inpatient hospitalization within 30 days of discharge during the measurement period.

Risk Accepting Entity contract with Health Share of Oregon

## **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$345,851	\$0	\$347,928
Contractual Services	\$0	\$19,079,852	\$0	\$21,454,946
Materials & Supplies	\$0	\$18,703	\$0	\$3,049
Internal Services	\$0	\$907,052	\$0	\$1,132,019
Total GF/non-GF	\$0	\$20,351,458	\$0	\$22,937,942
Program Total:	\$20,351,458		\$22,937,942	
Program FTE	0.00	4.45	0.00	3.45

Program Revenues					
Indirect for Dept. Admin	\$460,906	\$0	\$588,162	\$0	
Intergovernmental	\$0	\$20,351,458	\$0	\$22,937,941	
Total Revenue	\$460,906	\$20,351,458	\$588,162	\$22,937,941	

## **Explanation of Revenues**

\$128,147 - State Mental Health Grant Flex Funds;

\$22,809,794 - Oregon Health Plan Premium: Based on FY14 Rate per Client times number of clients as of 12/31/13

## **Significant Program Changes**

Last Year this program was: 25062A Mental Health Services for Adults



#### Program #25063 - Mental Health Treatment & Medications for the Uninsured

4/16/2014

**Department:** County Human Services **Program Contact:** Neal Rotman

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Multnomah Treatment Fund (MTF) prioritizes community-based services to individuals who experience symptoms of severe mental illness and have been released from jail or psychiatric hosptials and/or are at risk of hospitalization or significant decompensation, but are uninsured and ineligible for Oregon Health Plan (OHP). MTF addresses immediate health and safety concerns until insurance or OHP coverage is obtained. Despite a state funding reduction of \$260,000 in FY12. MTF was able to provide services to 1.080 individuals utilizing increased oversight and coordination by the MHASD.

#### **Program Summary**

These funds will support an array of services for the over 600 individuals who experience severe mental illness and are uninsured and without financial resources. The Mental Health and Addiction Services Division (MHASD) provides funds to the network of providers to treat consumers who are uninsured during periods of exacerbated symptoms in acute stages of mental illness.

The goal is to stabilize and prevent more drastic consequences including hospitalization, incarceration, loss of housing, addiction relapse and loss of custody of children. If these services are effective, the client is spared a prolonged period of instability and the county preserves funds that would otherwise be lost to the high-cost alternatives such as hospitalization, corrections or homeless services. Since these funds are limited, a designated adult services coordinator performs chart reviews for clinical necessity, choice of intervention, and financial eligibility. Services can include individual and group therapy, case management, community outreach, housing assistance, medication management, dual diagnosis treatment, care coordination, and crisis intervention. While the person is receiving services, he/she can be linked to other supports and acquire assistance in securing OHP benefits through the DCHS Benefits Recovery Project and health care through the Multnomah County Health Department or other clinics serving indigent clients. In FY13 and FY14 the demand on this program has continued to increase to meet the mental health treatment needs of the community; the Multnomah County Department of Community Justice and the Health Department clinics requests' for access to mental health treatment services; and medication when other resources are not available. Data is being collected on the ability of the roll out of Medicaid Expansion (OHP), January 1, 2014, to provide additional resources for those previously unable to receive that benefit.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total # of adults who received county-funded outpatient services or medication <sup>1</sup>	1,080	617	988	700			
Outcome	Average emergency hold hospitalizations per uninsured adult served <sup>2</sup>	1	2	1	1			

<sup>&</sup>lt;sup>1</sup> Unduplicated uninsured adults who received at least one county funded outpatient mental health service or at least one county funded medication during the measurement period.

<sup>&</sup>lt;sup>2</sup> Total number of emergency holds for uninsured adults divided by the number of unduplicated uninsured adults identified in item #1 (above).

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$1,373,812	\$0	\$1,131,254	\$91,794
Total GF/non-GF	\$1,373,812	\$0	\$1,131,254	\$91,794
Program Total:	\$1,373,812		\$1,22	3,048
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Intergovernmental	\$0	\$0	\$0	\$91,794	
Total Revenue	\$0	\$0	\$0	\$91,794	

## **Explanation of Revenues**

\$91,794 - State Mental Health Grant Flex Funding; Based on FY14 award

# Significant Program Changes

Last Year this program was: 25063A Mental Health Treatment & Medications for t



#### Program #25064A - Early Assessment & Support Alliance

4/16/2014

**Department:** County Human Services **Program Contact:** Ebony Clarke

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Early Assessment and Support Alliance (EASA) is an early psychosis intervention program addressing the needs of young persons aged 15-25 who demonstrate initial symptoms of psychosis, with the goal of managing long-term problems and consequences. EASA offers formal psychiatric treatment services as well as vocational and educational support, and involves the young person's family in treatment. The program will provide services for approximately 82 clients.

#### **Program Summary**

The EASA team identifies young people experiencing the first episodes of psychosis and offers them a broad array of individualized treatment avenues and community-based care. Services include assessment, treatment planning, case management, medication management, psycho-educational workshops, multi-family groups, occupational assessments and interventions, evidence based supported employment services and educational supports. These services are provided by a multidisciplinary team that includes a psychiatrist, a nurse, a vocational and occupational therapist and mental health consultants. The team's composition and activities are designed to meet the standards of a defined evidence-based practice model as required by the state. Research suggests that the median age for the onset of initial episodes of psychosis is under the age of 25. Research also suggests that early intervention and immediate access to treatment can directly reduce hospitalization rates and the incidence of psychosis' long-term disabling consequences.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total individuals enrolled in program receiving ongoing services	79	88	82	82			
Outcome	% reduction in hospitalization rate 3 months pre and 6 months post enrollment <sup>1</sup>	68%	60%	68%	68%			
Output	Number of unduplicated individuals receiving EASA services <sup>2</sup>	-	-	125	138			

<sup>&</sup>lt;sup>1</sup> This measure compares the hospitalization rate for the 3 months prior to services with the rate for the 6 months post EASA service enrollment which is an indication of the stabilization of the individual.

<sup>&</sup>lt;sup>2</sup> New measure.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$775,378	\$0	\$783,051
Contractual Services	\$0	\$342,391	\$0	\$342,391
Materials & Supplies	\$0	\$12,319	\$0	\$12,275
Internal Services	\$0	\$128,187	\$0	\$153,360
Total GF/non-GF	\$0	\$1,258,275	\$0	\$1,291,077
Program Total:	\$1,258,275		\$1,29	1,077
Program FTE	0.00	7.95	0.00	7.95

Program Revenues					
Indirect for Dept. Admin	\$831	\$0	\$1,117	\$0	
Intergovernmental	\$0	\$1,258,275	\$0	\$1,291,079	
Total Revenue	\$831	\$1,258,275	\$1,117	\$1,291,079	

## **Explanation of Revenues**

\$1,147,933 - State Mental Health Grant Flex Funds: Based on FY14 grant award

\$14,131 - State Mental Health Grant Non-Res Youth & Young Adult: Based on FY14 grant award

\$129,015- Oregon Health Plan Premium: Based on FY14 Rate per Client times number of clients as of 12/31/13

## **Significant Program Changes**

Last Year this program was: 25064A Early Assessment & Support Alliance



## Program #25065 - Mental Health Services for Victims and Survivors of Domestic

4/16/2014

Violence

**Department:** County Human Services **Program Contact:** David Hidalgo

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program offer funds 1 FTE to perform mental heath assessments of individuals receiving domestic violence-related services in Multnomah County, including at domestic violence shelters and the Gateway Center for Domestic Violence Services.

### **Program Summary**

Individuals who are receiving domestic violence-related services in Multnomah County receive on-site mental health assessments, including the four domestic violence shelters and the Gateway Center for Domestic Violence Services. The clinician who serves as a liaison between domestic violence, mental health, and additional providers travels to each of the shelters on a regular basis, and spends approximately two-thirds of the time at the Gateway Center. The clinician attends the appropriate domestic violence community meetings and events (such as the monthly Family Violence Coordinating Council meetings) and provides training to facilitate increased knowledge and understanding among the mental health and domestic violence providers. The clinician also carries a small caseload of uninsured consumers and provides evidence-based group services such as Seeking Safety and a domestic violence process group that supplements what is offered within the domestic violence settings.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of unique clients served annually	194	250	250	250			
Outcome	Percentage of clients reporting they are better able to make informed decisions.	91.0%	95.0%	90.0%	90.0%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$36,850	\$30,150	\$67,000	\$0
Total GF/non-GF	\$36,850	\$30,150	\$67,000	\$0
Program Total:	\$67,000		\$67,	000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$30,150	\$0	\$0
Total Revenue	\$0	\$30,150	\$0	\$0

## **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 25065 Mental Health Services for Victims and Survi



#### Program #25067A - Community Based MH Services for Children & Families

4/16/2014

**Department:** County Human Services **Program Contact:** Ebony Clarke

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This mental health service array serves over 11,000 at risk children and youth up to age 21. Services range from prevention/early intervention in the Early Childhood and Head Start programs to a comprehensive outpatient service system that successfully maintains children in their homes, schools, and community.

#### **Program Summary**

This array provides a continuum of services for at risk children by combining Early Childhood and Head Start Mental Health Services, Child Abuse Mental Health Services provided at CARES NW, Children's Mental Health Outpatient Services (Multnomah Mental Health), and Intensive In-Home and Community Mental Health Services for Children.

Services include evidence-based counseling for at risk children and their families, Incredible Years parent groups, early childhood classroom consultation, psychiatric day treatment, crisis respite, individual and group therapy, skill building and medication management. Care is coordinated with allied agencies such as Child Welfare, MESD and schools, Head Start programs, Developmental Disabilities, the juvenile justice system, Multnomah Wraparound, and physical healthcare providers to ensure the best outcomes for children and youth.

Services offered are culturally competent and promote the development of healthy attachments and positive parenting practices so that needs are addressed before they become acute. The goal of every program in this array is to promote educational success and to keep vulnerable children in home settings with their families, permanent foster care families or other long-term caregivers. The prevention and early intervention services for 5,410 children provided by the Early Childhood and Head Start Programs address child and family needs before they become more acute. The Child Abuse Mental Health program (CARES NW), reduces trauma of 945 vulnerable children and their families which, in turn, reduces their risk of developing long-term health and mental health problems. Outpatient Services deliver a family-centered model that leads to long-term stability for 4,621 children and parents. Intensive mental health treatment intervenes in crisis situations to keep children at home, in school, and out of trouble.

This service array is in keeping with the goals of both the Early Childhood and School Aged Policy Frameworks and the Early Learning Multnomah school readiness goals starting February 1, 2014 as they relate to integration, strengthening families and promoting educational success for children at risk for or with mental illness.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total children receiving outpatient services <sup>1</sup>	4,535	4,621	4,352	4,352			
Outcome	% of children demonstrating improvement in their global distress score <sup>2</sup>	72%	75%	71%	71%			

<sup>&</sup>lt;sup>1</sup> This measure is the number of unduplicated children and youth ages 0 - 20 with at least one reported mental health treatment encounter in any outpatient service. Healthshare of Oregon Multnomah Mental Health, Verity, and Multnomah Treatment Fund (MTF) claims data.

<sup>&</sup>lt;sup>2</sup> The ACORN is a short and frequent survey where clients rate their symptoms. The global distress score is the average score of all items on the survey, and with repeat measurement provides an accurate measure of change over time.

County Financial Assistance Agreement. Risk Accepting Entity contract with Health Share of Oregon.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,302,751	\$1,071,998	\$1,339,535	\$1,076,660
Contractual Services	\$138,543	\$9,167,358	\$138,543	\$14,362,524
Materials & Supplies	\$17,168	\$14,017	\$15,825	\$16,974
Internal Services	\$154,207	\$544,202	\$159,000	\$847,465
Total GF/non-GF	\$1,612,669	\$10,797,575	\$1,652,903	\$16,303,623
Program Total:	\$12,41	\$12,410,244		66,526
Program FTE	11.84	9.61	11.84	9.56

Program Revenues					
Indirect for Dept. Admin	\$228,092	\$0	\$393,233	\$0	
Intergovernmental	\$0	\$10,797,575	\$0	\$16,303,622	
Service Charges	\$111,432	\$0	\$111,432	\$0	
Total Revenue	\$339,524	\$10,797,575	\$504,665	\$16,303,622	

## **Explanation of Revenues**

\$366,067- State Mental Health Grant Flex Funds: Based on FY14 grant award \$152,280 - Title XIX-OMAP payments: Based on FY14 revised budget \$56,902 - Fee for Service Insurance Receipts: Based on current year projections \$148,936 - Head Start Contracts: Based on FY14 grant awards \$15,579,437 - Oregon Health Plan Premium: Based on FY14 Rate per Client times number of clients as of 12/31/13

### Significant Program Changes

Last Year this program was: 25067A Community Based MH Services for Children &



#### Program #25068 - Multnomah Wraparound

4/16/2014

**Department:** County Human Services **Program Contact:** Ebony Clarke

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Multnomah Wraparound is comprised of a Care Management Organization (CMO) and an Administrative Service Organization (ASO). The CMO has oversight of the screening and eligibility determination for children in need of the most intensive mental health services, wraparound facilitation and care coordination. The CMO is a combination of funding from partnering entities such as child welfare, MESD, school districts, juvenile justice and mental health. The primary goal of the ASO is to maximize available resources for approximately 140 children, youth, and families served by multiple systems.

#### **Program Summary**

The Administrative Services Organization (ASO) addresses system issues by identifying trends and establishing success indicators. It builds partnerships to facilitate planning, decision making and oversight. It supports family and youth involvement as primary decision makers in the development, implementation and modification of the system of care for children and families. The ASO coordinates and sustains funding; ensures quality assurance, utilization management, and access to information technology systems; and evaluates effectiveness. Pooling resources to serve clients involved in more than one system reduces duplication and fragmentation of services. It also reduces cost shifting.

The ASO also maintains the governance structure to oversee the full implementation of the respective systems' responsibilities as outlined in an intergovernmental agreement. The ASO ensures that the policies and procedures are culturally competent and that services provided are compatible with the families' cultural beliefs, practices, literacy skills and language.

The CMO intake unit provides 309 screenings on children per year for intensive service array level care and provides wraparound team facilitation and care coordination for up to 129 children/youth with severe mental health needs who are involved in at least two other systems. This includes forming and facilitating Child and Family Teams to develop a single plan of care with blended resources. The plan of care is family-guided, culturally competent, multidisciplinary and includes natural supports to help children stay with family, in the community, in school and out of trouble. The CMO is also responsible for assurance that appropriate authorizations are in place and managing flexible fund expenditures. Service effectiveness is monitored through data collection and outcome measurement.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of unique children served through Wraparound	137	165	141	140		
Outcome	% of children who are meeting their goals on Wraparound service plan <sup>1</sup>	87%	80%	90%	85%		
Outcome	% of children completing the ISA Progress review each quarter	84%	90%	92%	90%		
Output	Number of unique children screened for Integrated Service Array eligibility	294	309	240	267		

<sup>1 %</sup> of children rated as stable or making progress on their goals in the guarterly ISA Progress Review.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,347,577	\$0	\$1,220,913
Contractual Services	\$0	\$282,207	\$0	\$220,347
Materials & Supplies	\$0	\$26,785	\$0	\$17,200
Internal Services	\$0	\$252,782	\$0	\$253,322
Total GF/non-GF	\$0	\$1,909,351	\$0	\$1,711,782
Program Total:	\$1,909,351		\$1,71	1,782
Program FTE	0.00	13.70	0.00	12.67

Program Revenues				
Indirect for Dept. Admin	\$38,895	\$0	\$40,000	\$0
Intergovernmental	\$0	\$1,909,351	\$0	\$1,711,781
Total Revenue	\$38,895	\$1,909,351	\$40,000	\$1,711,781

## **Explanation of Revenues**

\$1,584,772 - OHP Premium: Based on FY14 Rate per client times number of clients as of 12/31/13 \$127,009 - State Mental Health Grant Flex Funds: Based on FY14 grant award

## **Significant Program Changes**

Last Year this program was: 25068 Multnomah Wraparound



#### Program #25075A - School Based Mental Health Services

4/16/2014

**Department:** County Human Services **Program Contact:** Ebony Clarke

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Measure 5 Education

#### **Executive Summary**

School Based Mental Health is a vital component of the system of care for children and families, serving over a thousand children and teens with serious mental health disorders in 6 school districts: Centennial, David Douglas, Gresham Barlow, Reynolds, Parkrose and Portland Public. Mental health professionals provide evidence-based treatment in the school setting. Additionally, children, parents and school staff receive consultation from mental health consultants to assist with mental health needs during education planning to retain students in school and reduce risk of higher levels of care.

#### **Program Summary**

Mental health treatment is provided in schools to decrease barriers such as stigma, cost and transportation for 1,150 underserved families. This program reaches youth who have not accessed services in a mental health center and over 50% of those served were children of color. Approximately 80% of the children served were uninsured or insured by the Oregon Health Plan.

School based mental health consultants provide screening; crisis intervention; mental health assessment; individual, group and family treatment; and clinical case management. School based mental health consultants provide consultation to education staff to optimize educational planning for children with mental health challenges. Mental health consultants are co-located in School-based Health Clinics when possible to provide integrated physical and mental health services.

Locating mental health services in schools is a best practice and Multnomah County has been a leader in the nation by providing this program since 1967. Through this program children and teens with mental health disorders or at risk of harming themselves or others are identified and receive intervention. Mental health disorders may interfere with education completion which has lifelong implications for self sufficiency and health outcomes. In Oregon, suicide remains the second leading cause of death among young people. Earlier identification and treatment can save lives, divert children from higher cost and more restrictive services and improve lifelong socio-economic and wellness outcomes. This program meets a child's basic need for mental health and is congruent with the goals of Cradle to Career Framework.

Performan	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Total unduplicated children receiving mental health services	1,160	1,152	1,112	1,112
Outcome	% of children receiving services showing improved school behavior & attendance <sup>1</sup>	82.0%	92.4%	81.5%	81.5%

<sup>&</sup>lt;sup>1</sup> Improvements in school behavior and attendance are measures that reflect a child's overall success at home, in school and in the community.

Revenue contracts with school districts.

### **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$586,759	\$1,007,810	\$668,738	\$1,140,161
Materials & Supplies	\$7,960	\$22,945	\$4,085	\$23,963
Internal Services	\$58,489	\$83,235	\$3,051	\$151,075
Total GF/non-GF	\$653,208	\$1,113,990	\$675,874	\$1,315,199
Program Total:	\$1,76	\$1,767,198		1,073
Program FTE	5.12	9.56	6.00	8.83

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$6,440	\$0
Intergovernmental	\$0	\$1,113,990	\$0	\$1,315,199
Other / Miscellaneous	\$0	\$0	\$0	\$0
Service Charges	\$152,213	\$0	\$92,731	\$0
Total Revenue	\$152,213	\$1,113,990	\$99,171	\$1,315,199

#### **Explanation of Revenues**

\$740,687 - State Mental Health Grant Flex Funds: Based on FY14 grant award \$10,000 - Parkrose School District; \$75,000 - Centennial School District; \$234,376 - Fee for Service Insurance Receipts: Based on current year projections \$255,136 - Interdepartmental Revenue Agreement with Health Department \$92,731 - County General Fund FQHC: Based on FY14 receipts \$579,758

#### Significant Program Changes

Last Year this program was: 25075A School Based Mental Health Services



#### Program #25076A - Mental Health First Aid

4/16/2014

Department:County Human ServicesProgram Contact:Neal RotmanProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Mental Health First Aid is a groundbreaking public education program that helps the public identify, understand, and respond to signs of mental illnesses and substance use disorders. Mental Health First Aid increases mental health literacy in the community, providing a preventive and empowering tool to the community. It provides the public with the education necessary to intervene before an individual potentially reaches mental health crisis. The program offer funds two Mental Health First Aid training's per month with up to 30 participants per training.

#### **Program Summary**

Mental Health First Aid is a national program managed, operated and disseminated by the National Council for Behavioral Healthcare, the Maryland Department of Health and Mental Hygiene, and the Missouri Department of Mental Health. The national program trains and certifies instructors to deliver the 8-hour Mental Health First Aid course. There are also Youth Mental Health First Aid and Law Enforcement Mental Health First Aid certifications. The interactive 8-hour course presents an overview of mental illness and substance use disorders and introduces participants to risk factors and warning signs of mental health problems, it builds understanding of their impact, and overviews common treatments. Participants of the 8-hour course become certified as Mental Health First Aiders and learn a 5-step action plan encompassing the skills, resources and knowledge to help an individual in crisis connect with appropriate professional, peer, social, and self-help care. The Mental Health First Aid course has benefited a variety of audiences and key professions, including: primary care professionals, employers and business leaders, faith communities, school personnel and educators, state police and corrections officers, nursing home staff, mental health authorities, state policymakers, volunteers, young people, families and the general public.

In FY14 we estimate that 550 Multnomah County employees will have been trained in Mental health First Aid and Youth Mental Health First Aid. In FY15 Mental health First Aid will continue to be offered to all county employees; and identified community groups and members who express a need for increased awareness and training in preventing mental health crisis in the community.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	# of individuals trained in Mental Health First Aid <sup>1</sup>	-	720	550	720
Outcome	% of individuals who report greater understanding of mental illness.	-	90%	90%	90%

<sup>&</sup>lt;sup>1</sup> Despite two trainings offered per month starting in October, attendance by county employees has been lagging. The Division is pursuing assistance from Talent Development to address increased attendance and marketing.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$207,000	\$0	\$103,500	\$0
Total GF/non-GF	\$207,000	\$0	\$103,500	\$0
Program Total:	\$207,000		\$103	,500
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

### Significant Program Changes

Last Year this program was: 25076 Mental Health First Aid

In FY14 the program offer over estimated the ability to coordinate and provide the amount of trainings to meet the former chair's expectations for training county staff. Due to the workload issue of properly coordinating the program, we will not utilize 50-60% of this fiscal year's budget. We are estimating that we will be able to provide the identified number of trainings with the reduced budget. We have allocated the excess funds to program offer 25076B for a suicide prevention coordinator, who can coordinate MHFA and suicide prevention training both for county employees and the community.



#### Program #25076B - Suicide Prevention Coordinator

4/16/2014

**Department:** County Human Services **Program Contact:** Neal Rotman

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs: 25076A

**Program Characteristics:** 

#### **Executive Summary**

Mental health promotion and suicide prevention are vital components of public education to decrease the stigma of mental illness and increase the awareness of mental health issues and services that can prevent mental health crisis. This program offer will fund a full time Suicide Prevention Coordinator position that will engage and educate community members to increase awareness of mental health issues and provide prevention steps to address suicide and other potential mental health crisis.

#### **Program Summary**

This program offer is for a full time Suicide Prevention Coordinator who will engage in outreach activities that identify various community members and coalitions that may have direct contact with individuals experiencing mental health issues. By hosting community forums to identify immediate community concerns, the Suicide Prevention Coordinator will partner with community members to develop a community needs assessment that targets high risk areas for short and long term strategies to address suicide prevention in the community. In additon the Suicide Prevention Coordinator will address mental health stigmatization issues, risk factors and warning signs of mental health crisis.

The re-allocation of 50% of the FY14 Mental Health First Aid program offer will allow the hiring of a suicide prevention coordinator to be trained in Applied Suicide Intervention Skills Training (ASIST) and Mental Health First Aid. These trainings will enable the Suicide Prevention Coordinator the ability to engage community members in both formal certified trainings as well as less formal mental health promotion and prevention presentations that increase knowledge of mental health and substance abuse disorders, risk factors and resources to help an individual connect with appropriate treatment services.

Mental Health First Aid is a national program managed, operated and disseminated by the National Council for Behavioral Healthcare, the Maryland Department of Health and Mental Hygiene, and the Missouri Department of Mental Health. The national program trains and certifies instructors to deliver the 8-hour Mental Health First Aid course. ASIST (Applied Suicide Intervention skills Training) provides practical training to prevent the immediate risk of suicide. The emphasis of the ASIST program is on suicide first aid, helping a person at risk to stay safe and seek further help.

Performa	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	# of community members engaged in mental health and suicide prevention education	-	-	-	600
Outcome	% of participants acknowledging increaseed awareness and understaning of suicide prevention strategies	-	-	-	90%

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$86,107	\$0
Total GF/non-GF	\$0	\$0	\$86,107	\$0
Program Total:	\$0		\$86	107
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# Significant Program Changes

Last Year this program was:



#### Program #25078A - Culturally Specific Mental Health Services

4/16/2014

Department:County Human ServicesProgram Contact:Neal RotmanProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Culturally-specific outpatient mental health services provide treatment for five underserved communities in our county (Pacific Islander, African-American, Eastern European, Latino, and Native-American). These communities have encountered difficulty finding mental health treatment that incorporate their culture, tradition and language. Some communities of color are also over-represented in the criminal justice system. Through this program offer 604 indigent individuals received services in FY13.

#### **Program Summary**

The system of care built and maintained by Multnomah County must reflect the demographics of those we serve. To ensure that all members of our community have treatment options that incorporate specific cultural needs, DCHS contracts for mental health services for individuals from five communities currently underserved or insuffficiently served. Those communities are: Eastern European, African-American, Pacific Islander, Latino, and Native American. Multnomah County Mental Health prevalence data suggests that members of the African-American and Native American communities are more likely to be placed in restrictive settings such as hospitals and jails as a result of mental health symptoms. African-Americans are also over represented in correctional facilities and the criminal justice system. Culturall-specific services address mental health problems through early access to culturally and linguistically appropriate treatment including nontraditional but culturally appropriate outreach, engagement, and treatment services. Early intervention can mitigate the need for expensive hospital, residential care, or crisis services.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total culturally diverse individuals receiving services <sup>1</sup>	604	712	598	598			
Outcome	Culturally specific persons served per 1,000 culturally diverse in population <sup>2</sup>	2.8	3.0	2.8	2.8			

<sup>&</sup>lt;sup>1</sup> This total includes all persons served under this contract and does not include those culturally diverse persons served by Multnomah Mental Health or in other programs.

<sup>&</sup>lt;sup>2</sup> Service Rate Per 1,000 Calculation- Numerator: Total unduplicated culturally diverse individuals served. Denominator: Total county census for similar groups taken from the American Community Survey estimates for 2012.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$1,354,347	\$0	\$1,354,347	\$0
Total GF/non-GF	\$1,354,347	\$0	\$1,354,347	\$0
Program Total:	\$1,354,347		\$1,35	4,347
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25078 Culturally Specific Mental Health Services



#### Program #25080A - Adult Addictions Treatment Continuum

4/16/2014

**Department:** County Human Services **Program Contact:** Devarshi Bajpai

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The adult treatment continuum consists of outpatient addictions and residential treatment for uninsured residents; medication management; community recovery services (including peer mentors, wraparound support, and skills training during and after treatment); and a specialized program for persons who are severely addicted, diagnosed with multiple problems, and homeless. The continuum will serve approximately 3,500 clients next year. Research shows that every dollar invested in addiction treatment yields a cost offset of up to \$11.05 in other publicly supported services.

#### **Program Summary**

The Oregon Health Authority estimates 300,000 Oregonians have a substance use disorder, roughly 18% of those needing addiction services access treatment, and more than 40% of those who try to get help experience barriers related to cost or lack of insurance. Addiction is recognized as a chronic disease requiring lifelong attention in many cases, with similar compliance and relapse rates as other chronic diseases including diabetes and hypertension. While the overall goal of addiction treatment is to have clients maintain sobriety, addiction treatment reduces criminal activity, infectious disease transmission, and child abuse and neglect even when people continue to struggle with their disease.

Our adult treatment continuum supports recovery and a return to a healthy lifestyle by offering access to addictions treatment that addresses the negative consequences of alcohol and other drugs and teaches prosocial alternatives to addictive behaviors through clinical therapy, skills building, and peer delivered services. Community recovery support programs provide a variety of ongoing clean and sober social support activities for clients and their families. They also provide an avenue for recovering people to give back to the community.

Services are delivered throughout Multnomah County by a network of state licensed providers. These providers are culturally competent and many have bilingual staff. Outpatient treatment allows a client to work, go to school, attend job training, socialize, and otherwise carry on a normal life. The system treats about 3,500 outpatient clients annually. Residential treatment provides intensive services with clients living in the treatment center during their course of treatment, usually for two to six months. Clients needing this level of care often have multiple failures in outpatient treatment, often related to the severity and length of their addiction, as well as risk factors like chronic unemployment and housing problems. Residential treatment serves about 500 clients annually.

Treatment helps clients shift from ambivalence and denial about their addiction to acceptance. Clients address issues that are barriers to recovery, and develop strategies and skills to overcome them. Providers also address their self sufficiency needs through help with: parenting skills; stress and anger management; housing issues; independent living skills; referrals for physical and mental health issues; employment services; and recreation and healthy use of leisure time.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number served in treatment (all levels)	3,452	3,500	3,582	3,500	
Outcome	Percentage of clients who successfully complete outpatient treatment <sup>1</sup>	42	50.0%	48%	50%	

<sup>&</sup>lt;sup>1</sup> "Successful completion of treatment" is defined as the client meeting the American Society of Addiction Medicine's Patient Placement Criteria for the Treatment of Substance-related Disorders, Second Edition Revised (ASAM PPC 2R) discharge criteria, completing at least two thirds of their treatment plan goals, and demonstrating 30 days of abstinence.

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on AMH State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements. Also, Local 2145 Beer and Wine tax revenues are provided to counties on a dedicated formula basis and are restricted to alcohol and drug services.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$187,838	\$621,162	\$193,751	\$700,228
Contractual Services	\$2,789,558	\$5,513,210	\$2,750,954	\$5,811,358
Materials & Supplies	\$3,513	\$7,155	\$3,575	\$7,025
Internal Services	\$19,922	\$66,407	\$21,050	\$195,562
Total GF/non-GF	\$3,000,831	\$6,207,934	\$2,969,330	\$6,714,173
Program Total:	\$9,208,765		\$9,68	3,503
Program FTE	1.50	6.33	1.50	7.33

Program Revenues					
Indirect for Dept. Admin	\$0	\$0	\$68,694	\$0	
Intergovernmental	\$0	\$6,207,934	\$0	\$6,694,301	
Beginning Working Capital	\$0	\$0	\$0	\$19,868	
Total Revenue	\$0	\$6,207,934	\$68,694	\$6,714,169	

#### **Explanation of Revenues**

\$2,721,573 - OHP Premium: Based on FY14 Rate per client times number of clients as of 12/31/13 \$95,151 - State Mental Health Grant Special Projects: Based on FY14 award \$1,054,500 State Mental Health Grant A&D Adult Residential Capacity: Based on FY14 award. \$967,203 - State Mental Health Grant Flex Funds: Based on FY14 award \$1,679,623 - State Mental Health Grant SAPT Block Grant: Based on FY14 award \$176,251 - Local 2145 Beer and Wine Tax Revenues: Based on FY14 revenue projections \$19,868 - Local 2145 Beer and Wine Tax Beginning Working Capital

#### **Significant Program Changes**

Last Year this program was: 25080A Adult Addictions Treatment Continuum

Mental health and addiction treatment services are essential benefits under the Affordable Care Act. With Medicaid expansion, funding previously used for treatment can shift more towards funding community recovery services that aren't funded by Medicaid and will enhance and improve treatment outcomes.



#### Program #25085 - Addiction Services Gambling Treatment & Prevention

4/16/2014

**Department:** County Human Services **Program Contact:** Devarshi Bajpai

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Gambling addiction treatment uses evidence-based practices in an outpatient setting to provide treatment to persons diagnosed with mild,moderate, or severe gambling addiction. Based on 2012-2013 data the county's community-based providers treated approximately 327 individuals and family members. Countywide data shows that problem gamblers and family members can access treatment in less than five days from initial contact 99% of the time.

### **Program Summary**

Multnomah County's Problem Gambling services are guided by a public health approach that takes into consideration biological, behavioral, economic, cultural, and policy factors influencing gambling and health. Gambling treatment and prevention services incorporate prevention, harm reduction and multiple levels of treatment by placing emphasis on quality of life issues for the person who gambles, family members, and communities. In 2012-2013, 271 gamblers enrolled in treatment. As noted, family participation is important and 56 family members enrolled in treatment as well.

Multnomah County has one of the highest rates, per capita (18 years and older), of lottery sales statewide. Approximately 86% of the gambling treatment clients report video poker as their primary gambling activity. Problem gambling treatment services are focused on relieving initial client stress and crisis, supporting the client and family members in treatment, and assisting the family to return to a level of healthy functioning. Problem gambling treatment assists the gambler and family in managing money/finances, rebuilding trust within the family, learning gambling prevention techniques, and maintaining recovery.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of gamblers and family members accessing treatment annually <sup>1</sup>	327	339	319	343	
Outcome	Gambler successful treatment completion rate <sup>2</sup>	45%	41%	40%	40%	

- <sup>1</sup> Output The number of persons completing the enrollment process and entering treatment.
- <sup>2</sup> Outcome The number of gamblers completing a minimum of 75% of the short-term treatment goals, completing a continued wellness plan, and not engaging in problem gambling behaviors for a least 30 days prior to discharge. The rate is the number of successful gamblers divided by the number of unsuccessful gamblers and the "neutral" drops.

Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements. The funds earmarked for gambling prevention and treatment in the Service Element are from Oregon Lottery revenues and may not be used for other purposes.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$21,000	\$0	\$16,898
Contractual Services	\$0	\$760,000	\$0	\$500,505
Total GF/non-GF	\$0	\$781,000	\$0	\$517,403
Program Total:	\$781	\$781,000		,403
Program FTE	0.00	0.17	0.00	0.17

Program Revenues				
Intergovernmental	\$0	\$781,000	\$0	\$517,402
Total Revenue	\$0	\$781,000	\$0	\$517,402

#### **Explanation of Revenues**

\$517,402 - State Mental Health Grant Flex Funds: Based on FY14 award

## **Significant Program Changes**

Last Year this program was: 25085 Addiction Services Gambling Treatment & Prev



#### Program #25086 - Addiction Services Alcohol & Drug Prevention

4/16/2014

**Department:** County Human Services **Program Contact:** Devarshi Bajpai

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The alcohol and drug prevention program provides an array of prevention services for children and families at high risk for substance abuse, school failure and juvenile justice problems. Prevention services for residents of public housing sites include structured after-school activities (homework assistance, tutoring and home visits), individualized support for youth, and a family engagement program. In addition, a continuing state grant-funded initiative is addressing alcohol abuse and dependence among young adults through environmental strategies, e.g., changes in community policies, laws, and norms.

#### **Program Summary**

The structured after-school program for public housing residents is a long-standing collaboration with Home Forward, providing afternoon and evening services offering on-site homework help, socializing and skill-building activities to a minimum of 250 youth whose families live in public housing. The structured services at Home Forward housing sites also include tutoring, mentoring and family-support home visits, primarily serving children and youth between 5 - 14 years old. These activities promote school success, family bonding, improved parenting skills and youth life skills.

By directly addressing community risk and protective factors, prevention reduces multiple problem behaviors and improves outcomes for children and families. The goal is to reduce youth substance abuse, school failure and juvenile crime. The Multnomah County prevention program builds partnerships with collaborative community partners and local prevention coalitions, and works with families, volunteers, and professionals to promote developmental assets and academic achievement.

As one of 12 counties to receive an Oregon Strategic Prevention Framework State Incentive Grant (SPF-SIG), Multnomah County is implementing a community-based process to reduce high risk drinking among young adults ages 18-25. High risk drinking is defined as binge drinking, heavy drinking and underage drinking (for those 18-20 for whom drinking is illegal). After conducting a needs assessment and developing an action plan, two coalitions formed to carry out the plan: one coalition works with colleges and universities to adopt best practice policies and programs and foster positive campus norms; the other, the Safe Nightlife Advocacy Partnership (SNAP), engages stakeholders in Portland's "nightlife and entertainment district" to reduce over-service and advocate for policies that promote prevention.

In 2014, SNAP will adopt strategies to reduce underage drinking and youth substance abuse, forge new partnerships with schools and broaden their reach to all of Central Portland (as defined by the Portland Police Bureau's Central Precinct boundaries).

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Youth served at public housing sites <sup>1</sup>	418	200	250	250		
Outcome	Core group youth w/ improved behavior <sup>2</sup>	84%	75%	75%	75%		
Outcome	Core group youth w/ improved academic achievement	80%	75%	75%	75%		

<sup>&</sup>lt;sup>1</sup> This measure includes all participants in the entire collaborative after-school program serving youth in public housing.

<sup>&</sup>lt;sup>2</sup> Intensive core group services will be provided to 30 families with youth exhibiting behavioral and academic risk factors. Outcomes of improved behavior (e.g., less disruptive, better attendance, fewer suspensions) and improved academic achievement are good predictors of reduced future substance abuse.

Contractual obligation: This program is funded with federal substance abuse prevention resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on AMH State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health grant, we are obligated to spend funds in accordance with regulations regarding State Service Elements MHS 37 (Flexible Funding, MHS Special Projects) and A-D 60 (Strategic Prevention Framework - SPF).

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$319,452	\$0	\$425,193
Total GF/non-GF	\$0	\$319,452	\$0	\$425,193
Program Total:	\$319,452		\$425	,193
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$319,452	\$0	\$425,193
Total Revenue	\$0	\$319,452	\$0	\$425,193

#### **Explanation of Revenues**

\$332,500- State Mental Health Grant Flex Funds: Based on FY14 award \$92,693 - State Mental Health Grant A&D Special Projects: Based on FY14 award

#### Significant Program Changes

Last Year this program was: 25086 Addiction Services Alcohol & Drug Prevention



#### Program #25088 - Coordinated Diversion for Persons with Mental Illness

4/16/2014

Department:County Human ServicesProgram Contact:Jean DentingerProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Coordinated diversion includes three jail and/or hospital diversion programs for consumers with a serious mental illness. Qualified mental health professionals staff the Community Court, Mental Health Court and Forensic Diversion Program. All three programs provide assertive, short term support, with the goal of connecting to appropriate community treatment options. A primary goal of all the programs is to divert mentally ill persons from lengthy jail stays and promote stability in the community. Clients served in FY13 Community Court: 925, Forensic Diversion: 361, Mental Health Court: 66.

#### **Program Summary**

The three coordinated diversion programs target persons in the criminal justice system with serious mental illness who are at risk of lengthy stays in jail or hospitals unless provided additional treatment, support, and resources.

The Community Court Program addresses quality of life crimes with a focus on restorative justice. Clients are able to participate in a variety of social services as an alternative to jail or community service.

Mental Health Court provides time-limited intensive case management services to persons involved in the criminal justice system while connecting them to community treatment, housing, and financial and medical entitlements. Staff provide ongoing monitoring and support for persons enrolled in Mental Health Court. Staff initiated services to 66 in FY13.

The Forensic Diversion Program focuses on diversion from the criminal justice system for persons charged with misdemeanors and ordered to undergo evaluation/restoration at the Oregon State Hospital (OSH). Staff provide mental status evaluations, as well as linkage to basic needs in the community; time-limited coordination/linkage to treatment services, housing, financial and medical entitlements, and social services. In addition, Forensic Diversion provides community restoration as an alternative to being placed in the OSH. This option is less restrictive and provides the client with continued stability and services while maintaining safely in their community.

The three diversion programs address the needs of residents with a mental illness who can be safely diverted from jail and/or the State Hospital, provide support for successful completion of court directives and provides linkage to community services that provide stability. Initial case management and coordination protects the legal and civil rights of these individuals, ensures appropriateness of resources and decreases the unnecessary expense of time in jail or the State Hospital.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	# of participants in Community Court	925	750	1031	1105		
Outcome	% of participants in good standing or have successfully completed services	54.0%	60.0%	60.0%	60.0%		
Output	# of participants engaged with Forensic Diversion	361	325	341	397		
Outcome	% of participants successfully engaged with Forensic Diversion	68.0%	65.0%	66.0%	68.0%		

#### **Performance Measures Descriptions**

The outcomes measure the program's effectiveness to engage clients toward community based stabilization.

State of Oregon Financial Assistance Agreement

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$222,865	\$676,093	\$224,045	\$683,210
Contractual Services	\$0	\$80,000	\$0	\$40,000
Materials & Supplies	\$1,723	\$6,900	\$2,925	\$5,650
Internal Services	\$26,606	\$79,820	\$9,121	\$97,979
Total GF/non-GF	\$251,194	\$842,813	\$236,091	\$826,839
Program Total:	\$1,094,007		\$1,06	2,930
Program FTE	2.00	6.30	2.00	6.30

Program Revenues				
Intergovernmental	\$0	\$842,813	\$0	\$826,839
Total Revenue	\$0	\$842,813	\$0	\$826,839

## **Explanation of Revenues**

\$826,839 - State Mental Health Grant Flex Funds: Based on FY14 award

## **Significant Program Changes**

Last Year this program was: 25088 Coordinated Diversion for Persons with Menta



#### Program #25090 - Addictions Detoxification & Post Detoxification Housing

4/16/2014

**Department:** County Human Services **Program Contact:** Devarshi Bajpai

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Detoxification and Supportive Housing are two vital steps to working towards long-term recovery and stability. Detoxification, a medically monitored inpatient service, is the primary entrance point into addiction services for many low income people who are facing a severe addiction. Supportive Housing is available for people who are homeless addicts who have completed detoxification and are continuing treatment. Benefiting from both clinical and housing support, clients move from active addiction, through treatment, with supportive housing assistance.

#### **Program Summary**

Alcohol and drug detoxification medically stabilizes a highly vulnerable and diverse client population. It prepares them for further alcohol and drug treatment and connects them to other services needed to resolve homelessness and health issues. There are approximately 2,400 admissions to detoxification annually.

Supportive Housing greatly increases post-detoxification treatment retention rates and promotes recovery. Supportive housing for people who are homeless addicts is one of the vital steps to working towards long-term recovery and stability. After detoxification, Supportive Housing addresses two interwoven challenges: without housing, clients lack the stability necessary to address the problems that lead to homelessness, and without supportive services, the client is likely to remain homeless due to unaddressed addiction issues.

Detoxification services are provided 24 hours/day, 7 days/week. Clients receive prescribed medication to ease withdrawal symptoms and acupuncture to reduce physiological stress so they are more likely to complete the process. The program includes an integrated medical clinic with primary care and dual-diagnosis services. Detoxification is provided in a culturally competent manner that includes a variety of services: counseling and case management, physical and mental health care, housing resources (permanent housing, rent assistance, eviction prevention), food and transportation, and economic independence (introduction to job training, employment referrals, benefits eligibility screening).

After detoxification, homeless clients who are entering outpatient treatment may be referred to supportive housing services. Supportive Housing (\$29 per unit per day) is an evidence-based, lower-cost resource when compared to either inpatient hospitalization (over \$2,348 per day) or residential treatment (\$120 per day), and we can provide less restrictive/expensive outpatient treatment while the individual is in Supportive Housing. Findings from a 2006 study of homeless adults in Portland showed a 36% reduction in community cost when supportive housing is provided. The 58 supportive housing units can each house 2 to 3 clients per year (3-4 month stays). Clients are helped by Housing Support Specialists to access key services that promote health, recovery, stability, and self-sufficiency.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of admissions annually to detoxification <sup>1</sup>	2,413	2,400	2,370	2,400		
Outcome	Percentage of supportive housing unit utilization <sup>2</sup>	94%	90%	94%	90%		
Output	Number served in supportive housing units <sup>3</sup>	24	133	133	133		

- <sup>1</sup> An admission is a person completing the admission process. There can be multiple admissions.
- <sup>2</sup> Average length of stay in supportive housing is 14-15 weeks. Our outcome measures the annual utilization rate.
- <sup>3</sup> While the Current Year Estimate and Next Year Offer both indicate the number served in all 58 housing units, the FY13 number of 24 was for 8 beds in the FY13 Scale up Program Offer 25090B.

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division(AMH) contract. Program planning is developed based on AMH State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements. Also, Local 2145 Beer & Wine Tax Revenues are provided to counties on a dedicated formula basis and are restricted to alcohol & drug services.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$1,410,343	\$2,081,207	\$1,410,343	\$2,081,207
Total GF/non-GF	\$1,410,343	\$2,081,207	\$1,410,343	\$2,081,207
Program Total:	\$3,491,550		\$3,49	1,550
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,081,207	\$0	\$2,081,207
Total Revenue	\$0	\$2,081,207	\$0	\$2,081,207

## **Explanation of Revenues**

\$1540,762- State Mental Health Grant SAPT Block Grant: Based on FY14 grant award \$418,917 - Local 2145 Beer & Wine Tax Revenues: Based on FY14 grant award \$121,528 - State Mental Health Grant Flex Funds: Based on FY13 grant award

#### Significant Program Changes

Last Year this program was: 25090 Addictions Detoxification & Post Detoxificat



#### Program #25094 - Family & Youth Addictions Treatment Continuum

4/16/2014

**Department:** County Human Services **Program Contact:** Devarshi Bajpai

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program provides a continuum of services for youth in outpatient and residential addictions treatment and in early recovery, with culturally-specific outpatient services for high-risk minority youth. It also provides alcohol/drug-free supportive housing resources for families headed by adult parent(s) who are in early addiction recovery. In FY14, a minimum of 62 families will receive housing supports in recovery-focused housing communities.

#### **Program Summary**

Youth alcohol and drug treatment focuses on the developmental issues of youth up to age 18 to intervene in the immediate and long-term consequences of substance abuse. Our youth treatment continuum reflects collaboration with schools and juvenile justice, providing engagement services, outpatient and residential treatment services for uninsured, and recovery supports.

Because most youth are now insured, with most core treatment services paid by public (Medicaid) or private insurance, our offer focuses on engagement and recovery wraparound supports which Medicaid does not cover, and should result in increased treatment access and strengthened recovery outcomes. We retain the ability to fund treatment for those uninsured youth through age 18 whose families' income is less than 200% of Federal Poverty Level. While outpatient services are most common, some youth need a higher level of care and youth residential treatment addresses the needs of some of the most vulnerable and at-risk county adolescents, a subset of whom have significant mental health issues.

The Family Alcohol and Drug-Free Network (FAN) is a collaboration of community providers and includes 88 units of Central City Concern long-term transitional housing for families who are rebuilding their lives following the devastation of their addictions. These housing communities provide a clean, safe and sober living environment in which parents can raise their children while new recovery principles are reinforced. This offer funds an array of services aligned for FAN families - including rent assistance, family mentoring, and housing case management - to support family reunification and build family stability, economic self-sufficiency, healthy community involvement and success in permanent housing.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of households that received rent assistance	62	62	62	62			
Outcome	Exiting families that move into long-term permanent housing	85%	52%	52%	52%			
Output	Number of families that received housing coordination services	-	105	105	105			

#### **Performance Measures Descriptions**

The performance measures shown above are consistent with measures attached to these funds by the State, and based on provider quarterly reports submitted to the State via the County. The 85% in the 2nd measure for FY13 is an error, and is not supported by the annual provider reports. The 3rd measure was not reported until FY14. State funds to staff housing coordination have been significantly reduced in the current biennium, impacting support to families seeking employment and affordable permanent housing.

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division(AMH) contract. Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with regulations regarding State Service Elements. Additionally, Local 2145 Beer & Wine tax revenues are provided to counties on a dedicated formula basis and are restricted to use for alcohol & drug services.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$134,279	\$878,279	\$134,279	\$835,733
Total GF/non-GF	\$134,279	\$878,279	\$134,279	\$835,733
Program Total:	\$1,012,558		\$970	,012
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$878,279	\$0	\$835,733
Total Revenue	\$0	\$878,279	\$0	\$835,733

#### **Explanation of Revenues**

\$87,256 - State Mental Health Grant A&D Special Projects: Based on FY14 grant award. \$24,700 - Local 2145 Beer & Wine Tax Revenues: Based on FY14 revenue projections. \$723,777 - State Mental Health Grant Flex Funds: Based on FY14 grant award.

#### Significant Program Changes

Last Year this program was: 25094 Family & Youth Addictions Treatment Continuu

Changes in this offer are related to the youth addictions treatment continuum, and reflect ongoing healthcare transformation policies and Medicaid/OHP expansion; and youth healthcare coverage -- with benefits including addictions treatment -- is now at a very high rate. Contracting with providers for services funded through a global/flexible budget should allow the County to continue to provide core treatment for those few uninsured youth, as well as enrich an expanded continuum of services supporting treatment enrollment and completion.



#### Program #25098A - Family Involvement Team

4/16/2014

**Department:** County Human Services **Program Contact:** Devarshi Bajpai

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The Family Involvement Team (FIT) for Recovery program is a collaborative effort with Department of Human Services/Child Welfare, alcohol and drug treatment providers, social service agencies, and the Family Dependency Court. In FY13, the FIT for Recovery program connected 704 clients with addictions treatment as expeditiously as possible and provided enhanced services to assist clients to successfully complete treatment and maintain recovery.

#### **Program Summary**

The FIT for Recovery Core Team, housed at the Family Dependency Court, along with Volunteers of America outreach and clinical staff works with Child Welfare parents and their children until they enter addictions treatment. Additional team members, located at the five treatment providers, begin working with the parents and their children once the parent and/or the parent and child enter treatment. In addition to addiction treatment, staff at the treatment agencies provide the family with support services including case management, family therapy, and Family Recovery services to assist the client to remain successful in treatment. By accepting services, parents are demonstrating to the State Department of Human Services (DHS) Child Welfare that they recognize that drugs or alcohol are affecting their abilities to parent effectively and are willing to take steps to become effective parents. FIT partners include: DHS Child Welfare, Family Dependency Court, LifeWorks NW, Cascadia, NARA, Central City Concern, Volunteers of America, Morrison Center and CODA.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average number of FIT Triage starts per month <sup>1</sup>	104	79	98	102			
Outcome	Average monthly number of clients in treatment	229	187	206	210			

<sup>&</sup>lt;sup>1</sup>Triage starts are the number of initial assessments annually.

Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State Service Elements.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$995,995	\$0	\$272,435
Total GF/non-GF	\$0	\$995,995	\$0	\$272,435
Program Total:	\$995,995		\$272	2,435
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$995,995	\$0	\$272,435
Total Revenue	\$0	\$995,995	\$0	\$272,435

## **Explanation of Revenues**

\$272,435 - State Mental Health Grant Flex Funds: Based on FY14 grant award

## **Significant Program Changes**

Last Year this program was: 25098A Family Involvement Team



### Program #25111A - Homeless Families Shelter & Emergency Services (HFSES)

4/16/2014

**Department:** County Human Services **Program Contact:** Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Homeless Families' Shelter and Emergency Services (HFSES) provides year-round day and night shelter, access and referral to supportive services, housing placement and retention support, and increased winter capacity through the Family Warming Center to approximately 400 homeless households with children and 50,000 callers to 211info annually.

#### **Program Summary**

In partnership with faith-based congregations, non-profit providers, the City of Portland, and the community, the County's financial investment is leveraged, on average \$2 for every \$1 invested.

Approximately 200 households annually are placed into housing and provided with rent assistance, as well as placement retention support resulting in 96% remaining in permanent housing six months after exit from service.

The most recent data available from the Oregon Department of Human Services (DHS) documented 6,122 households with children receiving food stamps in Multnomah County who self-reported that they were homeless. The majority of these families are largely invisible to the community because they are much more likely to be doubled up or couch surfing.

The most recent Point-In-Time Street Count continues to document significant increases in the number of families with children living on the streets, in cars, or other places not meant for human habitation.

Leveraging faith-based, non-profit, and jurisdictional partnerships, the County has created a true year-round system of care for homeless families, providing day and night shelter, access and referral to supportive services, housing placement and retention support, and increased winter capacity. Utilizing this base, the investment of general funds is leveraged and maximized. It is also anticipated that over time, by providing services year round, potential need during the winter may be reduced as families won't have to wait until the winter in order to leave the streets or other unsafe or inappropriate living situations.

211info provides general health and human services referrals for the community at large, specialized winter shelter access services, and emergency response functions as part of the system of care.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of households served	729	410	410	400		
Outcome	Percentage of households served that remain in permanent housing six months after exit <sup>1</sup>	96%	80%	80%	80%		

<sup>&</sup>lt;sup>1</sup> Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$43,860	\$0	\$0	\$0
Contractual Services	\$1,212,847	\$475,258	\$1,233,460	\$1,237,634
Materials & Supplies	\$4,408	\$0	\$0	\$0
Internal Services	\$0	\$14,853	\$0	\$20,338
Total GF/non-GF	\$1,261,115	\$490,111	\$1,233,460	\$1,257,972
Program Total:	\$1,751,226		\$2,49	1,432
Program FTE	0.50	0.00	0.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$7,723	\$0	\$10,801	\$0
Intergovernmental	\$0	\$490,111	\$0	\$1,257,972
Total Revenue	\$7,723	\$490,111	\$10,801	\$1,257,972

## **Explanation of Revenues**

\$557,972 - OHCSD SHAP,EHA,ESG: Based on current grant award \$700,000 - City of Portland General Fund: Based on current year award

## Significant Program Changes

Last Year this program was: 25111A Homeless Families Shelter & Emergency Servi

25111B HFSES - Expanded East County Outreach and 25111E - Coordinated Entry for Homeless Families were funded in FY14 and are included



#### Program #25111C - HFSES - Coordinated Entry Expansion

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program offer requests \$25,000 of pass-through to initiate efforts to integrate current Domestic Violence (DV) crisis line services into the homeless families' system of care coordinated entry practice.

#### **Program Summary**

DV is a significant contributing factor in family homelessness. Local research has shown that as many as 60% of the families currently accessing services in the County's homeless family system of care are either currently fleeing DV or have experienced DV in the past - and that those experiences led to or caused the family's homelessness. These families many times do not disclose their DV experience to housing placement providers while being served and are served within the homeless families' system of care.

The DV crisis line is under-resourced to serve families seeking housing. In addition, many families fleeing domestic violence do not need confidential services. Some families fleeing DV need to have access to housing that is de-coupled from DV shelter in order to create and maintain safety from their abuser.

For families who do not require confidential services, additional capacity to create direct connections with the DV crisis line and the homeless families' system of care coordinated entry practice will support increased number of families avoiding descent into homelessness as a result of their DV experience.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# of collaborative discussiosn held with DV system of care	-	-	-	12	
Outcome		0	0	0	0	

#### **Performance Measures Descriptions**

Funds purchase system integration capacity. Direct services are not provided.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$25,000	\$0
Total GF/non-GF	\$0	\$0	\$25,000	\$0
Program Total:	\$0		\$25,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues						
Total Revenue	\$0	\$0	\$0	\$0		

## **Explanation of Revenues**

# Significant Program Changes

Last Year this program was:



### Program #25111E - HFSES - Coordinated Entry for Homeless Families

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program offer requests \$610,000 of pass-through to continue coordinated entry and mobile housing placement for homeless families. Funding provides flex funds and rent assistance for an estimated 400 families in FY2014.

Adding this service component into the existing system of care brings the entire system into alignment with national best practice, federal HEARTH requirements, and local learning about what works with homeless families.

### **Program Summary**

National research continues to emphasize the effectiveness of rapid re-housing for homeless families. Locally, the system of care for homeless families has created an unintended expectation that to access housing placement and rent assistance, households must first go to the Warming Center, be placed on the wait list for shelter, and then once at the shelter access housing placement.

Because of the significant size of the wait list for shelter prior to winter, the Board funded a pilot that offered universal screening through 211info and immediate access to mobile housing placement in order to by-pass this assumed required pathway to housing. If in a reasonably safe temporary situation, households do not come into the Warming Center or shelter but instead begin immediate work to secure housing.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of households served	-	355	400	400			
Outcome	% of households served that remain in permanent housing six months after exit <sup>1</sup>	-	80%	80%	80%			

## **Performance Measures Descriptions**

Total number served is not increased as a result of funding this program offer.

<sup>&</sup>lt;sup>1</sup> Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$610,000	\$0	\$610,000	\$0
Total GF/non-GF	\$610,000	\$0	\$610,000	\$0
Program Total:	\$610,000		\$610	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25111E HFSES - Coordinated Entry for Homeless Fami



### Program #25115A - Homeless Benefit Recovery Project (HBR)

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Homeless Benefits Recovery Project (HBR) utilizes a proven program model to assist 120 chronically homeless individuals with mental illness, addictions, and disabilities in accessing federal benefits, such as Social Security Disability Insurance (SSI/SSDI), and services to which they are entitled but have been unable to receive because their disabilities prevent them from successful navigation of the application or appeals system. Based on census data estimates and data from the Social Security Administration, locally only 11% of those eligible receive benefits.

### **Program Summary**

HBR assists approximately 120 individuals annually who are served by the Multnomah Treatment Fund. The Multnomah Treatment Fund is a County General Fund program serving a limited number of individuals with mental illness and without insurance or benefits. 75% of those served are expected to receive benefits.

HBR services include: eligibility screening, application assistance, appeals process advocacy, case management, and medical and other documentation to individuals evaluated to be potentially eligible for SSI/SSDI. HBR targets those who would potentially not be on the County's caseload if they had access to the benefits for which they are eligible, or those currently on the County's caseload whose cost of care is not reimbursed. Local estimates using census data identifies 39% of the chronic homeless population as eligible for SSI/SSDI as a result of mental illness and 46% eligible as a result of their physical health. Benefit recovery efforts are a key strategy of the local 10 Year Plan to End Homelessness.

Without benefits, individuals are either without services and utilizing expensive, locally-funded safety net services, including jail or hospital/medical care - or have their treatment paid for with scarce local community (non-federal) funds.

At the start of services, HBR clients were earning an average of \$143 per month and at exit, they were earning \$705 per month. 86% of clients had no primary health care option at the start of services and are now covered through Medicaid.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of individuals served	189	120	120	120			
Outcome	Percentage of individuals served who receive benefits	89%	75%	75%	75%			

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$420,551	\$0	\$427,074	\$0
Total GF/non-GF	\$420,551	\$0	\$427,074	\$0
Program Total:	\$420,551		\$427	,074
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25115A Homeless Benefit Recovery Project (HBR)



### Program #25118A - Community Services Administration (CSA)

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Community Services Division Administration (CSA) ensures that all requirements for divisional operation are maintained to county, state, and federal standards.

CSD is responsible for providing, contracting for, and/or coordinating the County's investments in three core service/policy areas: Energy, Homelessness and Housing, and Anti-Poverty/Prosperity.

### **Program Summary**

Forty-five percent of Portland households pay more than 30% for housing (cost burdened). Workers with a full-time, minimum wage job cannot afford apartments of any size at fair market rate in the metro area without being cost burdened. Current rental housing vacancy rates hover around 3% while County unemployment rates continue to stay in double digits. 25% of County children under the age of five live in poverty, with children of color represented at three times the rate of Caucasian children.

When the economy is bad and too many of us are struggling to meet our basic needs, Community Services provides creative, innovative, and strategic leadership, taking action to invest in economic development of human capital, remove barriers, and build upon strengths so that we all have the greatest opportunity possible to succeed and thrive as a prosperous, caring community.

Managing the work of 30 FTE, CSD effectively administers a package of direct services, contract services, and community initiatives representing approximately \$34 million dollars of County, state, and federal funds investment.

As the County's Community Action Office, CSA provides leadership for cross-jurisdictional homelessness and housing, and anti-poverty/prosperity efforts. CSA works to create opportunities for all citizens to experience prosperity through key partnerships and collaborations with local, regional, and statewide public, private and community stakeholders including consumer, business, faith, jurisdictional and other partners.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	% of staff attending at least 10 hours of skill building/professional development	100%	85%	85%	90%			
Outcome	% of stakeholders expressing satisfaction with services received <sup>1</sup>	89%	85%	85%	85%			

<sup>&</sup>lt;sup>1</sup> Stakeholder satisfaction is measured through an anonymous survey administered to contract agencies annually.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$613,354	\$0	\$727,894	\$0
Contractual Services	\$17,963	\$0	\$3,000	\$0
Materials & Supplies	\$22,706	\$0	\$20,303	\$0
Internal Services	\$67,414	\$0	\$50,218	\$0
Total GF/non-GF	\$721,437	\$0	\$801,415	\$0
Program Total:	\$721,437		\$801,415	
Program FTE	5.50	0.00	6.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25118A Community Services Division Administration

In FY15 Community Services Administration increased by 1.00 FTE Research Analyst Sr. bringing the total FTE to 6.50.



### Program #25119 - Energy Assistance

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Energy Services (ES) ensured that over 17,000 fixed and low-income households had financial assistance to help meet their energy costs, avoiding shutoff and potential loss of housing in FY13.

Direct utility payments to income eligible households, along with energy education, case management, and other services help households manage and pay for their energy costs. Services prevent utility shutoff for vulnerable households.

### **Program Summary**

Services are primarily tax and rate payer funded by the state and federal government. Energy bill payment assistance works through nine community agencies to make utility payments for fixed and low-income households. In FY13 more than 70,000 households were income eligible for service; of those, 17,249 were served.

Services are delivered through the SUN Service System (SUNSS) Anti-Poverty System, a countywide integrated and coordinated system of care for school-age youth and their families.

Energy Education helps fixed and low-income households understand their energy use and provides the necessary tools - such as light bulbs, window stripping and showerheads - to better control energy expenses. All households receiving Energy Services receive education on how to reduce energy costs.

Energy services contribute to reducing the number of households living in poverty by increasing household self-sufficiency and improving local economic conditions through energy conservation. Energy costs disproportionately affect low-income households. The Department of Energy (DOE) estimates low-income households pay an average of 12.6% of their income for energy expenses compared with 2.7% for the average household. In some fixed income households, energy costs can reach as high as 35% of total monthly expenses.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of households served <sup>1</sup>	17,249	10,000	10,000	10,000			
Outcome	Percentage of households served after receiving shutoff notice who avoid disconnection	100%	100%	100%	100%			

<sup>&</sup>lt;sup>1</sup> Decrease in numbers served reflects an anticipated decrease in federal funding.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$438,006	\$0	\$434,325
Contractual Services	\$6,200	\$9,115,273	\$0	\$8,876,673
Materials & Supplies	\$6,972	\$21,282	\$0	\$33,602
Internal Services	\$38,799	\$529,268	\$0	\$506,650
Total GF/non-GF	\$51,971	\$10,103,829	\$0	\$9,851,250
Program Total:	\$10,155,800		\$9,851,250	
Program FTE	0.00	5.20	0.00	5.20

Program Revenues				
Indirect for Dept. Admin	\$275,222	\$0	\$248,652	\$0
Intergovernmental	\$0	\$10,103,829	\$0	\$9,851,249
Total Revenue	\$275,222	\$10,103,829	\$248,652	\$9,851,249

# **Explanation of Revenues**

\$5,378,694 - LIEAP Leverage Energy Grant: Based on current grant award

\$4,382,555 - OEAP-Energy Grant: Based on current grant award \$90,000 - PDX Water/Sewer: Based on FY14 budget

# **Significant Program Changes**

Last Year this program was: 25119 Energy Assistance



### Program #25121 - Weatherization

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Weatherization (WX) provided repair and appliance replacement to approximately 317 households in FY13. Services are primarily tax and rate payer funded by the state and federal government.

According to an Oregon Housing and Community Services study, services create \$1.78 of economic activity within the county for every \$1 invested in WX.

### **Program Summary**

Weatherization (WX) provides energy use audits, weatherization, furnace repairs and replacement, and appliance replacement to fixed and low-income households. County staff and vendors provide services. In FY13, more than 70,000 households were income eligible for service; of those, 317 were served.

Weatherization contributes to reducing the number of households living in poverty by increasing household self-sufficiency and improving local economic conditions through energy conservation. Energy costs disproportionately affect low-income households. The Department of Energy (DOE) estimates low-income households pay an average of 12.6% of their income for energy expenses compared with 2.7% for the average household. In some fixed income households, energy costs can reach as high as 35% of total monthly expenses. DOE estimates WX households save an average \$274 annually in energy costs.

WX provides jobs for local contractors and revenue for businesses who supply materials, and indirectly creates another 1.25 jobs in Oregon for every administrative position funded. National research indicates that WX has multiple "non-energy related" benefits including affordable housing preservation, regional energy conservation, long-term home improvement, safer housing conditions and improved physical health. Locally, Oak Ridge National Laboratory found that WX increases household property values, maintains affordable housing and improves the environment through reduced consumption of fossil fuels.

<b>Performar</b>	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of households served	317	750	750	750		
Outcome	Number of affordable housing units maintained for 10 years	123	500	570	570		

#### **Performance Measures Descriptions**

Weatherization of multi-family buildings requires commitment to a minimum 10 years of affordability. While numbers of units weatherized fluctuate based on funding availability and specific project costs, it's one of the best ways to preserve and improve the quality of current affordable housing stock.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$582,653	\$0	\$576,996
Contractual Services	\$0	\$2,850,164	\$0	\$2,962,310
Materials & Supplies	\$0	\$272,522	\$0	\$391,332
Internal Services	\$0	\$447,607	\$0	\$464,968
Total GF/non-GF	\$0	\$4,152,946	\$0	\$4,395,606
Program Total:	\$4,152,946		\$4,39	5,606
Program FTE	0.00	6.80	0.00	6.80

Program Revenues				
Indirect for Dept. Admin	\$94,236	\$0	\$102,820	\$0
Intergovernmental	\$0	\$3,399,729	\$0	\$3,979,724
Other / Miscellaneous	\$0	\$438,500	\$0	\$200,000
Beginning Working Capital	\$0	\$314,717	\$0	\$215,882
Total Revenue	\$94,236	\$4,152,946	\$102,820	\$4,395,606

## **Explanation of Revenues**

\$849,686 - LIEAP Weatherization: Based on current grant award \$286,193 - DOE Weatherization: Based on current grant award \$2,763,654 - ECHO Grant: Based on current grant award

\$17,691 - Energy Show Rebates: Based on current year income projections \$200,000 - County Weatherization Rebates: Based on current year estimates

\$215,882 - County Weatherization Rebates Beginning Working Capital

\$62,500 - PDX Water/Sewer: Based on FY14 revised budget

### Significant Program Changes

Last Year this program was: 25121 Weatherization



### Program #25123 - Community Healing Initiative

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 50028

**Program Characteristics:** 

#### **Executive Summary**

The Community Healing Initiative (CHI) supports community-based, culturally, and gender-specific prevention services to Asian and Native American young people and their families at highest risk of gang membership, and intervention services to African American and Latino young people and their families who are already involved with the juvenile justice system.

### **Program Summary**

Approximately 193 young people and their families will be served. It is expected that 50% of youth served increase their academic achievement, and avoid or reduce subsequent juvenile justice system involvement.

In FY13 approximately 112 Asian and Native American families received prevention services and 66 African American and Latino families on supervision with the juvenile division received intervention services. Referrals are managed directly by the Department of Community Justice.

CHI is a proven best practice successful in intervening with these young people and families. By utilizing a specific, proven best practice model that provides intensive family-focused support and intervention, services are culturally and gender specific, as well as tailored to individual client needs. Services include:

Mental health assessment and addictions treatment; school re-entry and retention; pro-social skill building activities; employment readiness and placement; basic needs; case management; linkage to support services; and flexible client service funds. Monthly system/joint case staffing meetings ensure seamless referrals between the juvenile justice system and community-based providers.

Intensive family support and intervention has been proven effective in successfully reducing or eliminating gang-related behaviors. OSU research indicates that 20% of youth offenders commit 80% of juvenile offenses, and that most of this 20% are "early bloomers" who committed crimes before the age of 15. CHI prioritizes this specific population in relationship to gang involvement, youth violence, and juvenile delinquency.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of Asian and Native American families served	112	140	120	120			
Outcome	Percentage of Asian and Native American families served who avoid or reduce juvenile justice involvement <sup>1</sup>	-	75%	75%	75%			
Output	Number of African American and Latino families served <sup>2</sup>	66	73	73	73			
Outcome	Percentage of African American and Latino families served who avoid subsequent felony or arrest <sup>1</sup>	-	50%	50%	50%			

<sup>&</sup>lt;sup>1</sup> Previous year actual outcome measures are unavailable from the Department of Community Justice at this time.

<sup>&</sup>lt;sup>2</sup> Reduction in number of African American and Latino families served reflects proportion of DCHS funding in total funding. Balance is reflected in PO #50028.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$103,197	\$0	\$95,110	\$0
Contractual Services	\$1,226,928	\$0	\$1,215,359	\$0
Materials & Supplies	\$1,693	\$0	\$1,578	\$0
Internal Services	\$8,987	\$0	\$7,390	\$0
Total GF/non-GF	\$1,340,805	\$0	\$1,319,437	\$0
Program Total:	\$1,340,805		\$1,319,437	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25123 Community Healing Initiative

System training and technical assistance funds were reduced by 50%.



### Program #25133A - Housing Stabilization for Vulnerable Populations (HSVP)

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Housing Stabilization for Vulnerable Populations provides rent assistance and housing placement to more than 1,953 homeless households with children annually. Of those placed in housing, 91% will remain in permanent housing six months after exit from service.

### **Program Summary**

These services help our most vulnerable homeless and marginally housed families with children maintain their housing and avoid homelessness; once homeless, find homes; and, receive long-term support, working on a path to self-sufficiency.

The Short-Term Rent Assistance (STRA) System, Bridges to Housing (B2H), HUD Families' Futures, Flex Funds for Veterans, and the County's Housing Team are included in this program offer.

STRA serves 1,539 households with rent assistance, mortgage payment, and emergency shelter vouchers annually. Approximately 92% of those placed in permanent housing remain housed six months after exit from services.

Bridges to Housing (B2H) serves approximately 139 of the highest resource-using households annually with housing and long-term support services.

Families' Futures served 198 households in FY13.

77 veterans were served with flexible funding in FY13.

The County invests in a number of housing and support services programs within DCHS and other departments. Services have been targeted to specific populations, exist within different departments and divisions, and for the most part have operated in isolation from each other. The County's Housing Team - representing all County departments and divisions - determines opportunities for collaboration or potential efficiency across programs, and shares best practice, results and innovation.

Cross-jurisdictional work with the City of Portland, the City of Gresham, and Home Forward is also supported - especially with the 10 Year Plan to End Homelessness Reset Report.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	# of households served	1,953	935	1,145	1,214		
Outcome	% of households served who remain in permanent housing six months after exit1	91%	80%	80%	80%		

<sup>&</sup>lt;sup>1</sup> Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$305,362	\$38,769	\$344,535	\$69,919
Contractual Services	\$1,801,351	\$1,363,435	\$1,824,544	\$1,395,326
Materials & Supplies	\$51,482	\$0	\$13,468	\$446
Internal Services	\$15,147	\$101,348	\$27,271	\$77,705
Total GF/non-GF	\$2,173,342	\$1,503,552	\$2,209,818	\$1,543,396
Program Total:	\$3,67	\$3,676,894		3,214
Program FTE	2.62	0.38	3.01	0.68

Program Revenues				
Indirect for Dept. Admin	\$39,764	\$0	\$41,265	\$0
Intergovernmental	\$0	\$1,503,552	\$0	\$1,543,393
Total Revenue	\$39,764	\$1,503,552	\$41,265	\$1,543,393

# **Explanation of Revenues**

\$1,172,940 - HUD Family Futures: Based on current grant award \$370,453 - OHCSD HSP,LIRHF,SHAP,EHA: current grant award

# **Significant Program Changes**

Last Year this program was: 25133A Housing Stabilization for Vulnerable Popula

25133E HSVP - Flex Funds for Veterans was funded in FY14 and is included



### Program #25133B - HSVP - Short-Term Rent Assistance

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program offer requests \$500,000 of pass-through to continue the current County investment in the Short-Term Rent Assistance System (STRA) which provides rent assistance, limited mortgage assistance, and emergency motel vouchers to individual and family households at risk of or experiencing homelessness.

### **Program Summary**

Approximately 1,000 additional households will be served and are expected to maintain a 80% rate of permanent housing six months after exit from service.

Research shows that prevention of homelessness is a much more effective and efficient use of community resources than intervention once a household has entered homelessness. Local data reinforces this, with exceedingly high housing stability after six months achieved by households who have often accessed less than three months of assistance.

Through the 10 Year Plan to End Homelessness Reset Report, the County, the City of Portland, and Home Forward have integrated the majority of each jurisdiction's rent assistance funding into a single system. STRA, managed by Home Forward on behalf of all partners, executes and manages one contract per provider, and collects one set of data and seeks one set of outcomes - rather than the three or more that used to exist.

Access to services is maintained for both single and family households, as well as culturally specific services for racial/ethnic communities, domestic violence victims, homeless youth, and others.

Performan	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	# of households served	-	500	1,000	1,000
Outcome	% of households served who remain in permanent housing six months after exit	-	80%	80%	80%

## **Performance Measures Descriptions**

Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

## **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$1,500,000	\$0	\$500,000	\$0
Total GF/non-GF	\$1,500,000	\$0	\$500,000	\$0
Program Total:	\$1,500,000		\$500	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25133B HSVP - Short-Term Rent Assistance

The system investment for FY15 for STRA remains at \$1,500,000 with City of Portland and Home Foreward each contributing \$500,000 to match the County's \$500,000.



### Program #25133C - HSVP - Streetroots

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program offer requests \$20,000 of pass-through to continue support for the Rose City Resource Guide, a pocket guide to health and human services in the metro area. Streetroots, in collaboration with 211info, publishes the guide annually. County departments - Health, the Sheriff's Office, County Human Services, and Community Justice - all distribute the guides to clients.

### **Program Summary**

Funds will leverage City of Portland funding to ensure availability of guides for use by County staff and programs.

The Rose City Resource Guide is recognized and used by homeless and low-income individuals across the metropolitan area. Streetroots, a small grassroots newspaper by, for, and about issues of concern to homeless and low-income people, produces the guide annually. The guide is made available at no cost to those using it.

County departments provide the guide to clients and members of the public entering County buildings and service sites. While many departments are dues-paying members of Streetroots, this contribution does not cover the cost of the guides being used by them.

This program offer leverages current investment by the City of Portland in order to pay for the County's use of the guides.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of guides produced	40,000	85,000	85,000	85,000			
Outcome	# of guides distributed	100%	100%	100%	100%			

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$20,000	\$0
Total GF/non-GF	\$0	\$0	\$20,000	\$0
Program Total:	\$0		\$20	000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: <u>25133C HSVP - Streetroots</u>



### Program #25133F - HSVP - Facility Based Transitional Housing

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program offer request \$238,009 in pass-through to support three facilities-based transition-in-place/permanent supportive housing programs. Funds provide match for two HUD McKinney grants and rent assistance at a third affordable housing community site, leveraging approximately \$339,984 in federal funds. Approximately 83 households are served annually, 96% of whom remain in permanent housing six months after exit.

### **Program Summary**

When funding for these services was first provided over 15 years ago, best practice identified transitional housing as an effective intervention for homeless families with children. As research has continued to explore what really works and new models have been developed, there has been a trend nationally to move away from traditional transitional housing programs. Current research and experience, both nationally and locally, point to a Housing First/Rapid Re-Housing approach as significantly more effective for a greater range of family situations.

As a result, these three housing sites, developed and operated collaboratively with our jurisdictional partners - Home Forward and Portland Housing Bureau - are refocusing their service delivery model to transition-in-place (placement where the initial intent is time-limited, but transitions into permanency) and permanent supportive housing.

Future services are expected to reflect research and best practice while preserving these important housing resources in the community.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of households served	83	60	60	60			
Outcome	% of households served who remain in permanent housing six months after exit <sup>1</sup>	96%	70%	70%	80%			

<sup>&</sup>lt;sup>1</sup> Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$238,009	\$0	\$238,009	\$0
Total GF/non-GF	\$238,009	\$0	\$238,009	\$0
Program Total:	\$238,009		\$238	3,009
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25133F Facility Based Transitional Housing



### Program #25133H - HSVP - Flex Funds for Veterans

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program offer requests \$50,000 of pass-through to increase current funding for flexible funds used to assist the Veterans' Administration (VA) and other providers in fully utilizing all available Section 8 vouchers for homeless veterans.

### **Program Summary**

The local VA and community providers have successfully worked to fully utilize Section 8 vouchers specifically prioritized for homeless veterans. The County, the City of Portland, Home Forward, and the United Way all contribute to a flexible funding pool to support security deposits, cleaning deposits, move-in costs, and first and last month rent expenses that were barriers to placing veterans in housing.

The federal government recently announced the availability of additional vouchers for veterans, some number of which our community expects to receive.

In order to continue to fully utilize these vouchers additional funds are needed. Access to funds is managed through Home Forward and the Short-Term Rent Assistance (STRA) program.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of veterans served	-	-	-	75			
Outcome	% of veterans served who successfully use their housing voucher	-	-	-	100			

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50	000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was:



# Program #25135A - Commercial Sexual Exploitation of Children (CSEC) - Victims

4/16/2014

System of Care Department:

County Human Services

Program Contact: Mary Li

**Program Offer Type:** 

**Existing Operating Program** 

Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The system of care for child victims of commercial sexual exploitation, under the oversight of the Victims' Services Implementation Team (VSIT) working to provide accountability and leverage significant community and other jurisdictional support, serves approximately 127 girls under 18 years of age annually with highly intensive and population-specific shelter and assertive engagement services in order to intervene with this significantly traumatized group of children.

### **Program Summary**

Commercial Sexual Exploitation of Children (CSEC) is a growing concern nationally. Locally, the Pacific NW has gained the unenviable reputation as a hub for this crime. Efforts to address CSEC comprehensively through a variety of strategies and services involving an exceptionally diverse group of stakeholders have been extremely successful. As a result, Multnomah County is now also seen as a place of promising practice in the field.

As a part of these efforts, a system of care for victims' services has been developed and implemented. Funds support crisis and short-term shelter; assertive engagement services; and system support, coordination; and on-going development through VSIT.

Services are provided in a holistic manner and coordinated systems collaboration among law enforcement, child welfare, juvenile justice, and community advocates has been established. In FY13 127 child victims were served, 73% of whom were served for six months or longer. 36 of these children received shelter services.

Results of a process evaluation conducted by the Department of County Human Services (DCHS) determined that 90% of those participating in VSIT found value in networking with others providing services in the system of care and 75% were satisfied with the overall functioning of the group.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of youth served	127	55	140	140			
Outcome	% of youth who remained enrolled in services for at least six months	73%	50%	50%	50%			

### **Performance Measures Descriptions**

Due to trauma of the population, and based in a recovery-oriented model of healing, success is defined as keeping youth participating in services over time.

## **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$460,125	\$46,278	\$467,262	\$0
Total GF/non-GF	\$460,125	\$46,278	\$467,262	\$0
Program Total:	\$506,403		\$467	,262
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$46,278	\$0	\$0
Total Revenue	\$0	\$46,278	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25135A Commercial Sexual Exploitation of Children

25135B CSEC - Shelter, Housing, and Assertive Engagement was funded in FY14 and is included



### Program #25136A - Homeless Youth System (HYS)

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Homeless Youth System (HYS) is a highly collaborative system comprised of four non-profit agencies that provide a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment and health services to approximately 1,000 homeless youth up to age 25 annually.

### **Program Summary**

This system is integrated with the public safety system and is a jointly funded collaboration among DCHS, DCJ, the City of Portland, Portland Police Bureau, Citizens Crime Commission, Portland Business Alliance, the State of Oregon, Outside In, New Avenues for Youth, Janus Youth Programs, Native American Youth & Family Center and the community.

Services ensure that up to 75% of those served exit to safe stable housing and that 80% of those remain in safe, stable housing for at least six months after exit from service.

The HYS provides late stage intervention for approximately 1,000 homeless youth annually through: 24/7 crisis and safety services; shelter; assertive engagement and linkage to long-term community supports; transitional and permanent housing; education and employment services; mental health and addictions treatment engagement support; and other health services. Housing, services, and support to teen parents - both homeless and not - are also provided.

System accountability is managed through the Homeless Youth Oversight Committee (HYOC), a citizen body appointed by the Chair with representation that includes the Citizen's Crime Commission, Portland Business Alliance, DHS, Portland Police Bureau, City of Portland, Health and Community Justice Departments, service providers, and homeless youth.

The HYS continues to implement the Positive Youth Development Assertive Engagement model, using a System Logic Model, Fidelity Scale, and data collection reports to monitor progress made.

Homeless youth are particularly vulnerable to crime, to be preyed upon, or to victimize others as they attempt to survive on the streets. Through joint planning and regular cross jurisdictional meetings, services are integrated with public safety and other service systems, with significant community oversight.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of youth served	1,626	1,000	1,361	1000			
Outcome	% of youth served who remain in permanent housing six months after exit	84%	80%	80%	80%			

#### **Performance Measures Descriptions**

Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$85,654	\$0	\$86,097	\$6,515
Contractual Services	\$1,043,945	\$3,410,081	\$1,463,474	\$2,523,914
Materials & Supplies	\$1,405	\$0	\$465	\$1,026
Internal Services	\$4,190	\$98,325	\$5,927	\$32,955
Total GF/non-GF	\$1,135,194	\$3,508,406	\$1,555,963	\$2,564,410
Program Total:	\$4,643,600		\$4,120,373	
Program FTE	0.83	0.00	0.83	0.00

Program Revenues				
Indirect for Dept. Admin	\$49,196	\$0	\$17,501	\$0
Intergovernmental	\$0	\$1,659,145	\$0	\$1,560,387
Total Revenue	\$49,196	\$1,659,145	\$17,501	\$1,560,387

### **Explanation of Revenues**

\$293,936 - HUD Home Safe: Based on current grant award \$45,531 - OCCF- Youth Investment \$210,681 - HUD Horizons/Pathways: Based on current grant award \$143,239 - OHCSD EHA: Based on current grant award \$867,000 - PDX General Fund: Based on current grant award

## Significant Program Changes

Last Year this program was: 25136A Homeless Youth System (HYS)

The FY14 history for this Program Offer includes funding for Mental Health & Addictions Engagement Services. In FY15, those services are budgeted in PO 25136B in the amount of \$471,000.



### Program #25136B - HYS - MH and Addictions Engagement Services

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

### **Executive Summary**

This program offer requests \$471,000 of pass-through to continue funding for mental health and addictions treatment engagement and support services for approximately 600 youth accessing services within the Homeless Youth Continuum. Treatment engagement, support, and recovery services also include peer mentorship, pro-social activities, and flex funds.

### **Program Summary**

In FY13 the Children's Levy ceased to fund the Metamorphosis Program, a model program providing mental health and addictions treatment engagement and support services to homeless youth. Because of the critical need for these services, the Board of County Commissioners granted one-time-only funding for current service levels and directed the Homeless Youth Oversight Committee (HYOC) to conduct a review process to determine the optimum service package for the population.

In October 2012, the resulting service model recommendation and report was presented to the Board.

Services provided include mental health and addictions support specialists, peer recovery advocates, pro-social recreation groups and activities, and wraparound client assistance all aligned to maximize engagement with and participation in treatment funded through the County's Mental Health and Addictions Services Division (MHASD), resulting in sobriety and on-going recovery.

In FY13, approximately 448 homeless youth participated in services.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of youth served	448	300	600	600			
Outcome	% of youth served who successfully complete their treatment program <sup>1</sup>	-	50%	50%	50%			

<sup>&</sup>lt;sup>1</sup> Previous year actual outcome measures are unavailable.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$471,000	\$0
Total GF/non-GF	\$0	\$0	\$471,000	\$0
Program Total:	\$	\$0		,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25136B HYS - MH and Addictions Engagement Services



### Program #25138A - Runaway Youth Services (RYS)

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Runaway Youth Services provide a 24/7 Reception Center, crisis line, shelter, support services, family counseling and reunification services, and gender-specific transitional housing services for approximately 2,108 youth ages 12-17 who have run away, or who are at risk of running away, as well as their families.

### **Program Summary**

This program is a collaboration among DCHS, DCJ and DHS. 85% of those served return home or to another stable living environment at exit from service.

Runaway Youth Services include: Reception Center - a collaboration among law enforcement, DCJ and DHS - to directly receive from officers, youth found to have committed minor status offenses such as curfew violation, truancy, etc. as an alternative to detention. The Center is co-located with runaway crisis response services, creating a countywide "child receiving center" for youth up to age 18.

Crisis Line - 24/7 youth and family help line that serves as a central access point for services. Telephone and face-to-face, drop-in intervention is also available. This is the only community-based resource for runaway youth and families in the County.

Emergency Shelter - shelter and emergency assistance in an 11-bed, co-ed group home with services focused on family reunification. Youth receive food, safety from the street, medical care, transportation and case management services. Shelter services operate within a 72-hour intervention timeline. Research shows that the longer a young person is separated from family (where no abuse is present), the potential for eventual reunification decreases and further involvement in the child welfare system increases.

Support Services/Case Management - intake; assessment; individual service plans targeting family reunification; addiction treatment referrals; mental health counseling; and family mediation.

Gender Specific Transitional Housing provides two beds for girls in a group home setting. Research shows that a single gender environment results in better self-sufficiency outcomes for young women.

Services successfully impact detention reform efforts and reduce the number of children entering the child welfare system.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of youth and families served	2,108	2,002	2,002	2,000			
Outcome	% of youth served who return home or exit to other stable housing <sup>1</sup>	85%	85%	85%	85%			

<sup>&</sup>lt;sup>1</sup> Stable housing can describe being in DHS custody which could include foster or group home placement, but most youth are reunited with family.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$17,544	\$0	\$17,634	\$0
Contractual Services	\$802,034	\$161,132	\$814,474	\$161,132
Materials & Supplies	\$285	\$0	\$218	\$0
Internal Services	\$1,528	\$0	\$1,120	\$8,040
Total GF/non-GF	\$821,391	\$161,132	\$833,446	\$169,172
Program Total:	\$982,523		\$1,002,618	
Program FTE	0.17	0.00	0.17	0.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$4,270	\$0
Intergovernmental	\$0	\$161,132	\$0	\$169,172
Total Revenue	\$0	\$161,132	\$4,270	\$169,172

# **Explanation of Revenues**

\$169,172 - OCCF Youth Investment: Based on OCCF estimated funding

# Significant Program Changes

Last Year this program was: 25138A Runaway Youth Services (RYS)



## Program #25139A - Anti-Poverty Services (AP)

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Anti-Poverty Services (APS) contribute to the County's anti-poverty/prosperity system of care designed to assist low-income households to gain the skills necessary to achieve self-sufficiency and future prosperity, as well as address the root causes of societal poverty.

### **Program Summary**

Services delivered through the SUNSS Anti-Poverty System using the Action for Prosperity (AFP) program model, youth employment support services, low-income tax preparation services, CourtCare, school-based initiatives, benefits outreach, and the County's Interfaith Initiative are funded in this offer.

Approximately 1,047 households receive assistance through four core services - Basic Needs, Action for Prosperity (AFP), Housing, and System Collaboration - delivered as part of the SUNSS Anti-Poverty System, a countywide integrated and coordinated system of care for school-age youth and their families.

In the most recent data available, 72% of the households served were at or below the Federal Poverty Level and 52% were headed by a single parent (48% were single female parents). 56% of the adults in households served identify themselves as ethnic minorities.

In FY13 20 low-income youth received flexible client assistance funds to support their employment training.

Approximately 9,657 tax returns were prepared by IRS volunteers at no cost to the filing household. For every \$1 of general fund invested \$20 is returned to the household, spent in the local economy.

989 children received developmentally appropriate childcare while their parents/care givers attended to legal proceedings.

228 homeless children attended culturally specific alternative school.

Approximately 8,000 contacts with bi-lingual/cultural individuals seeking benefits were made.

The Interfaith Initiative provides staffing and support to partner with faith communities seeking to assist with the County's core mission.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of households served	5,525	4,854	4,854	4,854			
Outcome	% of households served that remain in permanent housing six months after exit <sup>1</sup>	96%	80%	80%	80%			

## **Performance Measures Descriptions**

<sup>1</sup>Permanent housing is long-term community-based housing with attached appropriate support services, where a household can stay without time limit.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$168,614	\$270,807	\$249,201	\$147,112
Contractual Services	\$1,025,805	\$746,642	\$987,100	\$767,868
Materials & Supplies	\$8,465	\$0	\$17,630	\$305
Internal Services	\$31,875	\$34,964	\$24,921	\$40,318
Total GF/non-GF	\$1,234,759	\$1,052,413	\$1,278,852	\$955,603
Program Total:	\$2,287,172		\$2,234,455	
Program FTE	1.70	3.30	2.38	1.43

Program Revenues				
Indirect for Dept. Admin	\$18,182	\$0	\$21,412	\$0
Intergovernmental	\$0	\$996,377	\$0	\$877,680
Total Revenue	\$18,182	\$996,377	\$21,412	\$877,680

## **Explanation of Revenues**

\$806,810 - OHCSD CSBG: Based on current grant award \$41,480 - Oregon Supplemental Nutrition Assistance Program (SNAP); based on current grant award \$29,390 - Oregon Judicial Department: Based on FY15 grant award

## Significant Program Changes

Last Year this program was: 25139A Anti-Poverty Services (AP)

25139B AP - Tax Prep Capacity was funded in FY14 and is included



### Program #25139C - AP - Computers for Head Start Graduates

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

## **Executive Summary**

This program offer requests \$20,000 of pass-through to continue funding to provide computers for low-income families whose children are graduating from Head Start and entering kindergarten.

Having access to a computer and internet services supports school success for these children at the start of, and hopefully, throughout their academic career.

### **Program Summary**

This program provides resources necessary for Head Start providers to participate in the national program providing low-cost computers and internet access to low-income households.

Computers are purchased and technical assistance to register for subsidized internet access are provided to eligible families with children successfully completing Head Start and entering kindergarten.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# of households receiving computers	80	100	100	100	
Outcome		0	0	0	0	

#### **Performance Measures Descriptions**

There are no outcomes associated with this program offer other than the provision of the computer and internet access.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$20,000	\$0	\$20,000
Total GF/non-GF	\$0	\$20,000	\$0	\$20,000
Program Total:	\$20,000		\$20,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25139C AP - Computers for Head Start Graduates



### Program #25140 - Community Development

4/16/2014

Department: County Human Services Program Contact: Mary Li

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Community Development administers public resources to expand affordable housing and infrastructure in low and moderate income communities through the federal Community Development Block Grant (CDBG), the Affordable Housing Development Program (AHDP), and the home improvement loan program.

### **Program Summary**

The program is a collaboration among DCHS, the cities of Gresham, Wood Village, Fairview, Troutdale, Maywood Park, Portland, and the community and will potentially complete one public works projects in the coming year and attempts to deed one property for affordable housing development.

Using a regional collaborative approach, an advisory board comprised of citizens living in East County cities outside of Portland and Gresham administers Community Development Block Grant funds targeted to neighborhood revitalization, public services, and housing rehabilitation in East County.

The Affordable Housing Development Program (AHDP) deeds foreclosed properties to non-profit community development corporations for affordable housing development and manages an ongoing portfolio of approximately 450 units for program compliance and real estate transactions.

A no-cost home improvement loan program for fixed and low-income homeowners is maintained on behalf of the Portland Development Commission.

Federal and state funds improve the livability of existing low and moderate income housing and neighborhoods.

Studies conducted for the 10 Year Plan to End Homelessness Reset Report make it clear that without abandoning people in need of immediate temporary housing, the County must devote greater resources to long-term solutions. Housing programs are designed to make investments in alignment with this policy direction.

Significant reductions in federal funding have deeply impacted the program's ability to deliver affordable housing units in the foreseeable future.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# of public works projects completed	1	2	1	1	
Outcome	# of affordable housing units created1	1	-	-	-	

<sup>&</sup>lt;sup>1</sup> Due to lack of properties available, affordable housing units cannot be created. A new outcome measure will be developed.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
Program Expenses	2014	2014	2015	2015	
Personnel	\$65,323	\$39,563	\$68,492	\$37,639	
Contractual Services	\$0	\$278,600	\$0	\$300,399	
Materials & Supplies	\$1,693	\$0	\$714	\$14	
Internal Services	\$8,987	\$14,287	\$6,832	\$15,247	
Total GF/non-GF	\$76,003	\$332,450	\$76,038	\$353,299	
Program Total:	\$408	\$408,453		\$429,337	
Program FTE	0.62	0.38	0.64	0.36	

Program Revenues				
Indirect for Dept. Admin	\$7,429	\$0	\$8,097	\$0
Intergovernmental	\$0	\$289,450	\$0	\$320,799
Other / Miscellaneous	\$0	\$25,000	\$0	\$25,000
Beginning Working Capital	\$0	\$18,000	\$0	\$7,500
Total Revenue	\$7,429	\$332,450	\$8,097	\$353,299

### **Explanation of Revenues**

\$320,799 - Multnomah County HUD CDBG: Based on current grant award \$32,500 - Loan Repays: Based on current year projected income and BWC

# **Significant Program Changes**

Last Year this program was: 25140 Community Development



#### Program #25143 - SUN Service System Administration

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Administration Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The SUN Service System Division Administration (SUNSS) is responsible for management and oversight functions for the contracted and county-provided direct services through the SUNSS, as well as development and maintenance of partnerships with the system's stakeholders and sponsors.

#### **Program Summary**

SUNSS administration staff has responsibility for leadership, partnership development, direct staff supervision and program oversight for the SUN Service System Division. The 20 FTE in this Division provide direct services, manage contracts, provide technical assistance and training, monitor programs, oversee data collection and reporting, conduct program evaluation and coordinate service delivery associated with the SUN Service System and the Baltazar Ortiz Center. Programs operated through this division serve more than 82,000 people annually.

Responsibilities in the Division include supporting the overall county policy promoting school-age services, ensuring high quality evidenced-based services by both county staff and contracted service providers, and maintaining communication internally and with the SUN Service System and partner communities. Oversight for contract management functions and ensuring that accurate data is collected and reported to stakeholders, contractors, the Board of County Commissioners and to funders are also critical functions of administrative staff. Data collection, technical assistance, reporting to funders and program evaluation functions are carried out for both the SUNSS and the Community Services divisions of the department.

An emerging area of focus for the Division in FY15 will be on early learning. As a partner, with the United Way of the Columbia Willamette, the Division staff will deepen partnerships and participate in all phases of implementation of the Early Learning Multnomah hub. This work builds on successful early childhood and K-12 efforts that have been underway through the SUN Service System for the past four years.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of times school district and System partners meet to align & monitor service <sup>1</sup>	30	25	25	30			
Outcome	% funder required reports completed and submitted on time	100%	100%	100%	100%			

<sup>&</sup>lt;sup>1</sup> Alignment and monitoring meetings include meetings of SUNSS Coordinating Council and its workgroups, the Early Learning Multnomah process meetings, SUNSS Districts Council, and grant, policy and sustainability groups.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$797,515	\$0	\$925,032	\$8,438
Contractual Services	\$49,880	\$0	\$60,435	\$0
Materials & Supplies	\$20,882	\$0	\$22,940	\$0
Internal Services	\$105,140	\$0	\$91,984	\$0
Total GF/non-GF	\$973,417	\$0	\$1,100,391	\$8,438
Program Total:	\$973,417		\$1,10	8,830
Program FTE	7.25	0.00	8.41	0.09

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$8,438
Total Revenue	\$0	\$0	\$0	\$8,438

# **Explanation of Revenues**

\$8,438 - Centennial School District: Based on revised agreement

# **Significant Program Changes**

Last Year this program was: 25143 SUN Service System Administration



#### **Program #25145A - SUN Community Schools**

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Measure 5 Education

#### **Executive Summary**

SUN Community Schools (SUN CS) provide school-based educational, recreational, social and health services focusing on school-age children at risk of academic failure and their families. The 61 county-supported full-service sites in this offer serve approximately 17,000 students, 78% of whom receive free or reduced lunch. SUN's nationally recognized award-winning program removes barriers for students and families so that they can achieve educational success and lifelong self-sufficiency. SUN CS is part of the SUN Service System, a countywide integrated and coordinated system of care.

#### **Program Summary**

SUN CS is a jointly owned collaboration of the City of Portland, 6 school districts, non-profits, the state and Multnomah County. The SUN partnership leverages significant contributions including an estimated \$3.5 million in cash from partner organizations and 70 total SUN CS sites countywide, having expanded by 3 sites last year due to contributions by partners.

Currently, the 61 SUN Community Schools provide 17,000 youth with a comprehensive array of social and support services that allow students to come to school ready to learn and succeed academically and that foster family success. Services are developmentally appropriate and operate year-round at elementary, middle and high schools. They include: 1) social and health services to meet basic needs; 2) out-of-school-time activities: a broad range of academic support, enrichment, social and behavioral skill development, recreation and adult education; 3) family engagement: support and education for family members so they can prepare children for school and have positive involvement with schools; 4) community and business involvement; and 5) service integration: oversight and coordination of a comprehensive, accessible system of services. SUN Community Schools focus on prevention and also provide significant intervention services, working to reduce poverty and other high-cost service needs in the future. SUN CS is a national model that utilizes best practices and tailors services to the specific needs of local neighborhoods and schools.

Our local evaluation demonstrates that SUN CS are effective in improving student academic success and attendance, as well as engagement, pro-social behaviors and other skills that lead to life success. Outcomes are measured on regularly attending students. SUN CS participants exceed outcome targets and overall perform better than state expectations. Last year, participants had a 95% school attendance rate and 75% improved academic benchmark scores in reading and 74% in math. SUN CS serve the neediest children, targeting those living in poverty and performing below standards. 70% are racial/ethnic minorities, 24% are English Language Learners and 78% receive free or reduced lunch (compared to 48%, 24% and 56% respectively across the school districts).

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of children (ages 5-18) served <sup>1</sup>	16,783	11,600	11,600	12,200	
Outcome	% who improve state test scores in Reading	75%	75%	75%	75%	
Outcome	% of school days attended <sup>2</sup>	95%	92%	92%	92%	
Outcome	% who improve classroom behavior	55%	65%	65%	65%	

- <sup>1</sup> Outputs reflect the annual number served. Over-performance by contractors is not projected.
- <sup>2</sup> Outcomes are analyzed for students who participate for 30 days or more, a federally accepted threshhold; 8,289 children participated at this level last year. 92% attendance rate is considered Annual Yearly Progress as defined by No Child Left Behind.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$369,376	\$88,508	\$270,478	\$33,348
Contractual Services	\$4,516,138	\$789,128	\$4,437,055	\$969,285
Materials & Supplies	\$17,988	\$0	\$8,080	\$9
Internal Services	\$29,733	\$0	\$44,278	\$1,191
Total GF/non-GF	\$4,933,235	\$877,636	\$4,759,891	\$1,003,833
Program Total:	\$5,810,871		\$5,76	3,724
Program FTE	3.88	0.67	2.68	0.32

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$633	\$0
Intergovernmental	\$0	\$835,136	\$0	\$965,500
Other / Miscellaneous	\$0	\$37,500	\$0	\$38,333
Beginning Working Capital	\$0	\$5,000	\$0	\$0
Total Revenue	\$0	\$877,636	\$633	\$1,003,833

#### **Explanation of Revenues**

\$273,000 - City of Portland Parks & Recreation: Based on agreement \$100,000 - City of Portland Mayor's Office: Based on current year agreement \$73,000 - Gresham Barlow School District: Based on revised agreement \$58,000 - David Douglas School District: Based on revised agreement \$240,000 - Portland Public Schools SUN Community School Support: Based on revised agreement \$25,000 - Institute for Education Leadership: Based on revised agreement \$48,000 - Parkrose School District: Based on revised agreement \$13,333 - All Hands Raised - Youth Program Support: Based on revised agreement \$5,500 - Misc. Charges/Fees

#### Significant Program Changes

Last Year this program was: 25145A SUN Community Schools



#### Program #25145B - SUN Community Schools Scale- Maintain & Expand

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs: 25145A

**Program Characteristics:** Backfill State/Federal/Grant, Measure 5 Education

#### **Executive Summary**

This offer requests County General Fund to sustain 10 existing SUN CS sites with expiring federal grants or one-time funding and expand to 10 new schools through a funding partnership with the City of Portland and school districts. These 20 sites serve over 4,000 students and are all high need as measured by the SUN Equity Index (a measure of students with inequities in outcomes due to high levels of poverty and racial disparities). SUN's nationally recognized program removes barriers for students and families so that they can achieve educational success and lifelong self-sufficiency.

#### **Program Summary**

SUN CS is a jointly owned collaboration of the City of Portland, 6 school districts, non-profits, the state and Multnomah County. This offer demonstrates the level of joint ownership among the sponsoring partners who are together contributing over \$2.2 million dollars to sustain and expand SUN Community School supports in the County's most vulnerable communities. The majority of these sites are in East Portland and East County.

SUN Community Schools in this offer provide 4,000 youth with a comprehensive array of social and support services that allow students to come to school ready to learn and succeed academically and that foster family success. Services are developmentally appropriate and operate year-round at elementary, middle and high schools. They include: 1) social and health services to meet basic needs; 2) out-of-school-time activities: a broad range of academic support, enrichment, social and behavioral skill development, recreation and adult education; 3) family engagement: support and education for family members so they can prepare children for school and have positive involvement with schools; 4) community and business involvement; and 5) service integration: oversight and coordination of a comprehensive, accessible system of services. SUN Community Schools focus on prevention and also provide significant intervention services, working to reduce poverty and other high-cost service needs in the future. 1,000 adults will be served in life skill, parenting and enrichment activites such as ESL and GED classes.

Our local evaluation demonstrates that SUN CS are effective in improving student academic success and attendance, as well as engagement, pro-social behaviors and other skills that lead to life success. SUN CS participants exceed outcome targets and overall perform better than state expectations. Last year, participants had a 95% school attendance rate and 75% improved academic benchmark scores in reading and 74% in math. SUN CS serve the needlest children, targeting those living in poverty and performing below standards. 70% are racial/ethnic minorities, 24% are English Language Learners and 78% receive free or reduced lunch (compared to 48%, 24% and 56% respectively in school districts). Also included in this offer are 1.0 FTE Program Specialist and 1.0 FTE Research and Evaluation Analyst to support the increased contract monitoring, program development and evaluation work.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of children (ages 5-18) served <sup>1</sup>	-	-	-	4,000		
Outcome	% who improve state test scores in Reading	-	-	-	75%		
Outcome	% of school days attended <sup>2</sup>	-	-	-	92%		

<sup>&</sup>lt;sup>1</sup> Outputs reflect the annual number served.

<sup>&</sup>lt;sup>2</sup> Outcomes are analyzed for students who participate for 30 days or more, a federally accepted threshhold; 92% attendance rate is considered Annual Yearly Progress as defined by No Child Left Behind.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$188,141	\$0
Contractual Services	\$0	\$0	\$754,956	\$1,027,000
Total GF/non-GF	\$0	\$0	\$943,097	\$1,027,000
Program Total:	\$	\$0		0,097
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,027,000
Total Revenue	\$0	\$0	\$0	\$1,027,000

#### **Explanation of Revenues**

\$605,000 - City of Portland \$165,000 - David Douglas School District \$165,000 - Portland Public School District \$55,000 - Reynolds School District \$37,000 - Gresham-Barlow School District

### **Significant Program Changes**

Last Year this program was:



#### Program #25147A - Child & Family Hunger Relief

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Child & Family Hunger Relief program lessens food insecurity and improves healthy eating by allowing SUN Community School (SUN CS) sites to increase the number of meals served to hungry children and families and develop capacity to address family emergency food needs. The program served an additional 350,000 meals to children/family members in 11 SUN communities in FY13. The program is a partnership of the SUN Service System, Oregon Food Bank, six school districts, Portland Parks and Recreation, Multnomah County Library and Partners for a Hunger Free Oregon.

#### **Program Summary**

Oregon's food insecurity rate has hovered around 14% since the great recession, and the modest economic recovery and increases in jobs locally in past years have largely not touched folks living in poverty or without a post-secondary degree. Despite Oregon's high hunger rate, millions of dollars in available federal food funding for children goes untapped. 56% of children in the county are eligible for Free or Reduced (FRL) price meals through schools and 79% of SUN CS participants receive FRL. However, these students don't have access to food on non-school days and in summer only 31% of the students who eat FRL meals during the school year are fed. Parents/guardians of these students also suffer the effects of poverty including hunger, often foregoing regular meals so their children can eat.

The SUN CSs are designed to act as a vehicle for delivering services to children and families in an easily accessible and non-stigmatizing environment. This offer capitalizes on SUN's community-based capacity by 1) sustaining on-going capacity and relationships for weekend food distribution through 10 school-based emergency food pantries across the County and 2) increasing the number of meals served to hungry children and their families during summer. The offer supports staffing at 18 SUN CS during the summer to serve meals for 8-11 weeks in under-served communities in Mid and East County. Since summer 2010, this capacity provided approximately 130,000 meals that would not otherwise have been possible. In addition to providing support for weekend food pantries at 10 SUN CS sites, the project will continue development of ongoing partnerships and resources for weekend food in partnership with Oregon Food Bank. A 1.0 FTE Program Development Specialist coordinates the project, provides technical assistance to community partners, develops partnerships, coordinates a countywide hunger collaborative and secures in-kind resources and supports.

Healthy nutrition is vital to brain development and capacity to learn for children and youth in all age groups. Even moderate under-nutrition has lasting impacts on cognitive development and school performance. This offer leverages over \$1 million in federal meal reimbursement and significant in-kind support for weekend food for families from Oregon Food Bank and community donors, particularly faith and business partners who offer both donations and volunteer capacity.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of meals provided to children and families1	350,000	370,000	435,000	435,000			
Outcome	Retail \$ equivalent for every \$1 County General Fund invested in pantries	6	6	6	6			

<sup>&</sup>lt;sup>1</sup> # of meals includes meals served through extended weeks of summer meals program and emergency pantries providing weekend meals to families. The # of pantries increased from 8 to 10 in Fall 2013.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$46,977	\$0	\$96,917	\$0
Contractual Services	\$111,894	\$0	\$140,240	\$0
Materials & Supplies	\$1,438	\$0	\$211	\$0
Internal Services	\$7,253	\$0	\$11,547	\$0
Total GF/non-GF	\$167,562	\$0	\$248,915	\$0
Program Total:	\$167,562		\$248	3,915
Program FTE	0.50	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25147A Child & Family Hunger Relief



#### Program #25147B - Child and Family Hunger Relief Scale - Expand Services

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This offer requests \$200,000 County General Fund to expand the SUN Child and Family Hunger Relief program to respond to the lack of both food security and access to fresh, healthy food for thousands of families in areas of the County with significant gaps in the availability of weekend food, summer meals and fresh produce. The offer increases the number of food distribution sites and school and home gardens in 13 high need neighborhoods and leverages over \$540,000 to provide an estimated 345,000 additional meals to hungry children and families.

#### **Program Summary**

Oregon's food insecurity rate has hovered around 14% since the great recession. The high rate of poverty in our community (with one in five children living in poverty) has been exacerbated in FY14 by cuts to the Supplemental Nutrition Assistance Program (food stamps) that will mean a reduction in resources that equals 5.4 million fewer meals for Multnomah County residents annually. This is causing severe strain on already taxed emergency food delivery systems. In addition, lack of access to and use of fresh produce continues to be a major challenge to good nutrition, anti-obesity and general health for many poor communities.

This offer addresses both the conditions of poverty (hunger) as well as the cause (lack of sustainable ways to feed oneself) through establishment of a combination of emergency food pantries, Harvest Share, additional summer meal sites and school-based gardens at 13 locations in North Portland, Outer Southeast Portland and East County. These locations have been prioritized as there are significant gaps in the Oregon Food Bank or summer meal distribution networks in these communities. In addition to not having easy access to emergency food sources, all these school neighborhoods are also considered food deserts or are in high poverty neighborhoods that also are in high proximity to unhealthy foods. Two new SUN Emergency Food Pantries will serve between 25-45 families a week at each site, providing over 50 pounds of emergency food per month to each family. Harvest Share at 3 sites will provide communities with a monthly distribution of produce that helps families provide healthy meals and snacks to their children in areas with limited and/or cost prohibitive access to fresh healthy foods. School and home garden programs at 3 sites build capacity to grow one's own food, dovetail with Harvest Share to engage with children and families on how to best utilize Harvest Share resources with cooking and food preparation classes and provide a platform for parent engagement around other community resources. Summer meal delivery for 8-10 weeks will be expanded to 5 additional communities to fill in gaps. Those sites include the Rockwood and Midland libraries and three new park locations.

The effort leverages existing resources and partnerships with the Oregon Food Bank, school districts, Portland Parks and Recreation, Multnomah County Library and Partners for a Hunger Free Oregon. Overall, the efforts in this offer will provide over 345,000 in additional and fresh meals, and leverage over \$540,000.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of meals provided to children and families <sup>1</sup>	-	-	-	345,000			
Outcome	Percent of children who increase knowledge about nutrition and gardening	-	-	-	90%			

#### **Performance Measures Descriptions**

<sup>1</sup># meals includes meals through PP&R and Library summer food programs, meals through emergency food pantries for weekends, emergency supplemental produce for families to create meals and healthy snacks, and fresh produce from school based gardens.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$200,000	\$0
Total GF/non-GF	\$0	\$0	\$200,000	\$0
Program Total:	\$0		\$200	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was:



#### Program #25149A - Social & Support Services for Educational Success

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Social and Support Services for Educational Success program (SSSES) fosters academic achievement by providing year-round, school-linked, age-appropriate and culturally-specific academic support, case management, family engagement, and skill building groups. In 2013, SSSES served nearly 1,800 high-risk youth, 92% of whom identify as ethnic minorities; over 75% of them participated in Free or Reduced Lunch meals. SSSES is part of the SUN Service System, a countywide, integrated and coordinated system of care for school-aged youth and their families.

#### **Program Summary**

Social and Support Services for Educational Success provides services for 1,800 high-risk youth (ages 6-17) and their families to help ensure that youth remain in or return to school. These services are delivered at community and school sites to youth attending regular and/or alternative schools who are at risk of academic failure. SSSES targets six specific populations of youth and families of color: African American, African Immigrant, Asian Pacific Islander, Latino, Native American and Slavic. Key services include: case management with a focus on academic and life goals; advocacy in disciplinary and educational meetings; skill-building groups; academic support activities such as tutoring, mentoring, reading club, gender-specific groups, and conflict resolution classes; and parent outreach/engagement. SSSES staff work in collaboration with SUN Community Schools and other school personnel towards youth and family success.

Youth who participate in the SSSES program are at risk for academic failure due to poor attendance, failing grades, language barriers, family instability and behavior issues. Case managers support and mentor youth, allowing them to build personal assets leading to school and life success. SSSES staff engage youth at risk for academic failure in a variety of school and community activities. SSSES services that meet basic needs allow youth to focus on school and provides their caregivers with the resources to support educational success. Youth in the SSSES program consistently show improvements in school attendance and gain enough credits to be on track to graduate; in addition, annually nearly 90% of 9th, 10th and 11th grade SSSES youth return for their next year of high school. Increased access to social services and additional learning opportunities outside of, but connected to the classroom, are promising practices for reducing the achievement gap. SSSES provides this link - in schools and in the community.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of students (ages 6-18) served <sup>1</sup>	1,799	1,700	1,700	1,450			
Outcome	% who make progress on academic goals <sup>2</sup>	95%	90%	90%	90%			

<sup>&</sup>lt;sup>1</sup> Output for FY15 reflects a 14% reduction due to loss of funding from Oregon Commission on Children and Families as part of Governor's Early Learning Initiative. <sup>2</sup> Measure changed as data not available from school districts for previous measure of reading test scores. Outcomes are analyzed for students who participate in case management for 45 days or more with at least 15 hours of service; 1,011 youth participated at this level last year.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$103,197	\$0	\$103,733	\$0
Contractual Services	\$1,892,985	\$302,582	\$1,912,188	\$302,582
Materials & Supplies	\$2,876	\$0	\$1,114	\$0
Internal Services	\$14,504	\$0	\$11,547	\$15,098
Total GF/non-GF	\$2,013,562	\$302,582	\$2,028,582	\$317,680
Program Total:	\$2,316,144		\$2,34	6,262
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$0	\$0	\$8,018	\$0
Intergovernmental	\$0	\$302,582	\$0	\$317,680
Total Revenue	\$0	\$302,582	\$8,018	\$317,680

# **Explanation of Revenues**

\$317,680 - Oregon Commission on Children, Families, and Community - Youth Investment: Based on FY14 funding estimate

# **Significant Program Changes**

Last Year this program was: 25149A Social & Support Services for Educational S



#### Program #25151 - Parent Child Development Services

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Parent Child Development Services (PCDS) provides services for young children (birth through age 5) and their parents to promote positive parenting, healthy child development and school readiness. In FY13, the overall program served 736 children in 520 families. PCDS uses a nationally recognized evidence-based curriculum, Parents As Teachers (PAT). This program is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

#### **Program Summary**

PCDS creates opportunities for parents to interact with their children in mentored settings with child development specialists. In these settings they are able to build on healthy and age appropriate parenting skills, manage challenging behavior, and learn new ways to support their children and promote school readiness. In addition, PCDS staff broker and refer families for other necessary social support services. This program is critical for families who do not have other such opportunities and who are struggling to meet basic needs.

Specific services include: home visits that focus on parenting education, age appropriate parent-child play groups, support services, developmental screening, immunization status checks and follow up, and access to other social and health services. The Ages and Stages child development screening tool is used to determine developmental stage. Children not meeting the relevant stage for their age are referred for early childhood intervention services.

PCDS services are delivered in community and school settings: siting these groups in schools helps break down barriers many families have about simply going into school buildings. Services are developmentally and culturally appropriate. The Parents As Teachers curriculum is used as the foundation for intervention with families and the outcomes for participating families are strong. Last year, at the time of exit from the program 96% of children served had up-to-date immunizations. Nearly all of the parents (97%) indicated they gained new skills from program participation. Our local results mirror national research showing that involvement in PAT home visiting programs increases children's readiness for school. In fact, in recent years the program has engaged families when their children are younger, and has intentionally connected families to appropriate preschool or Head Start programs to strengthen children's readiness for school.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of children served	736	737	737	737		
Outcome	% of children up to date on immunizations at exit	96%	85%	85%	90%		

#### **Performance Measures Descriptions**

Note that for FY15 PO# 25151 is a combination of the base (A) and scaled (B) offers in FY14. The performance measures reflect the combined outputs and outcomes.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$103,197	\$0	\$103,733	\$0
Contractual Services	\$1,326,890	\$105,189	\$1,347,471	\$112,050
Materials & Supplies	\$2,876	\$0	\$461	\$0
Internal Services	\$14,504	\$0	\$11,547	\$0
Total GF/non-GF	\$1,447,467	\$105,189	\$1,463,212	\$112,050
Program Total:	\$1,552,656		\$1,57	5,262
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$105,189	\$0	\$112,050
Total Revenue	\$0	\$105,189	\$0	\$112,050

#### **Explanation of Revenues**

\$112,050 - United Way of the Columbia Willamette In FY14 7% of the revenue is from the State of Oregon, Early Learning Division. For FY15 those same funds will come from the United Way of the Columbia Willamette as part of the Early Learning Multnomah hub

# Significant Program Changes

Last Year this program was: 25151A Parent Child Development Services



#### Program #25152 - Early Kindergarten Transition - Expand, sustain & deepen

4/16/2014

**Department:** County Human Services **Program Contact:** Peggy Samolinski

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This offer requests \$168,000 County General Fund support to expand, sustain and deepen the Early Kindergarten Transition program. The Early Kindergarten Transition program is a three week summer program to engage entering kindergartners who have had little to no preschool experience, and their parents/caregivers. Each dollar of County investment leverages up to \$3.00 from school districts and other partners.

#### **Program Summary**

Research shows a strong correlation between successful kindergarten transition and overall success in elementary school. Locally we know that as many as 60% of entering kindergartners have no prior preschool experience, often making their transition into kindergarten less than smooth. The impact of this is experienced by the child, their parent/caregiver, the kindergarten teacher and other students in the class.

The three-week Early Kindergarten Transition Program at SUN Community Schools offers children and their parent/caregiver the opportunity to learn about school routines, meet school staff, and build their overall comfort level with the elementary school setting. This program is truly a team effort at the school site.

The program provides a kindergarten-like classroom experience for incoming students, taught by a kindergarten teacher at that school. The focus is on developing social-emotional skills such as listening to directions, understanding routines, taking turns and developing familiarity with the elementary school setting. These types of skills are often called executive functions; research about executive functions is showing that these skills are a very important predictor of elementary school success.

Professional parent educators provide parent education for parents/caregivers to orient them to the school expectations, school routines and demonstrate ways parents can support their children at home - to be successful in school. Multnomah County Early Childhood librarians work with parents about how to read to their children, selecting appropriate books and how to connect with library resources.

Operated at SUN Community Schools, the Early Kindergarten Transition program represents layering of important services using the SUN Community School platform. It is a partnership across the school districts, SUN CS Lead Agencies, Portland State University, the SUN Service System and Multnomah County Library to support successful transition into kindergarten. Research by PSU has allowed the Division to adjust the program model to be more effective.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of children who participate in summer Early Kindergarten Transition.	-	-	-	640			
Outcome	Percent of parents who report comfort with activities they can engage in at home to support their child in school.	-	-	-	90%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$44,051	\$0
Contractual Services	\$0	\$0	\$124,000	\$0
Materials & Supplies	\$0	\$0	\$425	\$0
Total GF/non-GF	\$0	\$0	\$168,476	\$0
Program Total:	\$0		\$168	3,476
Program FTE	0.00	0.00	0.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was:



#### Program #25154 - Alcohol, Tobacco & Other Drug Services

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Alcohol, Tobacco and other Drug (ATOD) program provides evidence-based prevention services to youth aged 12-17 and their families. Services focus on middle and high school students in SUN Community Schools. This program is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

#### **Program Summary**

Prevention activities in this program use the Strengthening Families curriculum in school sites for students 10-14 years old and their families. This 7-week evidenced-based curriculum is designed to prevent or reduce adolescent substance use and other problematic behaviors in youth. Strengthening Families is, by design, a highly interactive video-based intervention designed to improve parenting skills, build life skills in youth and strengthen family bonds. Offering this curriculum has been quite popular in SUN Community Schools, as evidenced by exceeding the target number of participants and by demand that cannot be met by existing capacity.

By preventing ATOD use and misuse the program helps youth remain in school, increasing the likelihood they will be successful academically and, ultimately, have a healthy and self-sufficient adulthood. Research indicates that the more successful a young person is in school, the less likely he/she is to use, abuse or become dependent on ATOD. This program targets youth in middle school to avoid long-term use and the need for more costly interventions.

Performan	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of families who participate in Strengthening Families	154	120	120	140
Outcome	% of youth surveyed who report improvement in 4 or more areas in the survey	90%	75%	75%	75%

#### **Performance Measures Descriptions**

Output has increased because all services will be using the Strengthening Families model.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$130,767	\$0	\$130,192	\$0
Total GF/non-GF	\$130,767	\$0	\$130,192	\$0
Program Total:	\$130,767		\$130	,192
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25154 Alcohol, Tobacco & Other Drug Services



#### Program #25155 - Services for Sexual Minority Youth

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Sexual Minority Youth Services (SMYS) program offers counseling, skill building and support services to over 300 sexual minority youth. Its direct service impact is enhanced through technical assistance and training to approximately 900 SUN Service System, school and other direct service staff so that they may work more effectively with sexual minority youth. SMYS is part of the SUN Service System, a countywide integrated and coordinated system of care for school-aged youth and their families.

#### **Program Summary**

The SMYS program utilizes two primary strategies: 1) providing direct services and a safe place in which sexual minority youth can feel comfortable and participate in supportive services that reflect their unique needs (70% of the program); and 2) enhancing the understanding and skill levels of community providers to provide competent and relevant services to sexual minority youth (30% of the program).

Due to difficulties with family, peers and the broader community, sexual minority youth often experience isolation and stigmatization, resulting in higher rates of emotional distress, homelessness, school drop outs, suicide attempts, risky sexual behavior and substance abuse. This program provides a safe place for over 300 youth to go for support and services that are culturally relevant and responsive; it directly supports the operation and service delivery at the Sexual Minority Youth Resource Center. The program fosters increased school retention and success; last year 75% of youth served in the drop in center re-enrolled or remained in school. In addition to the direct service impact, nearly 100% of training participants reported an increased knowledge of SMY issues and competency in serving these youth.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of youth who engage in counseling services	42	40	40	40			
Outcome	Percent of students who engage in counseling and who remain in or re-enroll in school	71%	75%	75%	75%			

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$112,080	\$0	\$113,819	\$0
Total GF/non-GF	\$112,080	\$0	\$113,819	\$0
Program Total:	\$112,080		\$113	,819
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25155 Services for Sexual Minority Youth



#### Program #25156A - Bienestar Social Services

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Bienestar de La Familia (Well-being of the Family) is a social service program that provides culturally specific and linguistically appropriate service to the growing Latino community of Multnomah County. The 5.6 FTE bilingual and bicultural staff provide case management, mental health assessment, counseling, and alcohol and drug prevention services in Spanish. The Bienestar de La Familia also provides information and referral, service linkage, coordination, and resource recruitment to address the needs of the Latino community.

#### **Program Summary**

Bienestar de La Familia is unique because it provides immediate and multi-entry access to a wide range of services. It has become a hub of service in the county for low-income Latinos, those living in extreme poverty, and those facing critical life hardships. In recent years the growing diversity of the Cully neighborhood has meant that the program has become a resource for other cultural and ethnically-diverse groups including Somali and Ethiopian immigrants and Vietnamese and Russian families.

Staff provide case management, service linkage and coordination, mental health assessment and counseling, alcohol and drug prevention, food (nutrition) resources, energy assistance, information and referral, employment searches and connections, school support and advocacy, and research into appropriate resources to help the county's Latino residents to address important needs ranging from basic to crisis status. Program staff offer a range of parent education and support groups including the Incredible Years, a Women's Group, a Men's Group, and youth empowerment groups, to name a few. The monthly Harvest Share via Mercado makes fresh foods available to poor and low income families and children from throughout the County.

The addition of an AmeriCorps member has strengthened Bienestar's ability to engage youth and has brought more programs targeted towards the Latino and African immigrant youth in the Cully community. The formation of a Community Advisory Council has created an opportunity to engage community members in thinking strategically about how the Bienestar de La Familia program is meeting the needs of the diverse community it serves.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of households served <sup>1</sup>	1,031	700	1,000	1,000			
Outcome	Percentage of families whose needs were met	80%	80%	85%	85%			
Output	Number of families who receive food to meet basic needs	1,809	1,890	1,800	1,800			

<sup>&</sup>lt;sup>1</sup> This number includes direct services at Bienestar: basic needs, mental health & drug and alcohol services.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$552,153	\$0	\$588,122	\$0
Contractual Services	\$61,500	\$0	\$11,500	\$0
Materials & Supplies	\$16,318	\$0	\$13,559	\$0
Internal Services	\$78,321	\$0	\$80,260	\$0
Total GF/non-GF	\$708,292	\$0	\$693,441	\$0
Program Total:	\$708,292		\$693	3,441
Program FTE	5.40	0.00	5.60	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 25156A Bienestar Social Services



#### Program #25158 - SUN Early Learning HUB Implementation

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program offer supports the implementation of the Early Learning Multnomah (ELM) Hub. In partnership with the United Way, Multnomah County SUN Service System will be implementing all elements of the ELM for this community. Grant funds from the United Way will support 2.0 FTE staffing for these activities.

#### **Program Summary**

The Early Learning Multnomah Hub represents a commitment across partners, including parents, providers and investors, to align strategies and outcomes towards a single vision of kindergarten readiness for the county's most at-risk children ages 0 through 6. United Way of the Columbia Willamette and Multnomah County agreed to serve as co-conveners and submitted a proposal on behalf of its partners to become an early implementer of the state's vision to create a system of Early Learning Hubs across Oregon.

Early Learning Multnomah (ELM), is designed to coordinate and align services for the 63,268 children ages 0 through 6 living within Multnomah County. ELM has further identified two intersecting groups as the most at risk population of children 0 -6: children living at or below 185% of poverty and all children of color (including English Language Learners). Local and national research clearly indicates the population of children of color is inclusive of a large number of children living at or near poverty levels. ELM's vision for change, supported by a governance model that emphasizes shared accountability by parents, community (providers and partners) and key funders signals a significant step forward for early learning services for the county's most at-risk children.

The United Way and Multnomah County are co-conveners for this initiative, and Multnomah County SUN Service System Division will play important staffing roles during the implementation. SUN Division staff will partner with the ELM Director to fully develop and implement all phases of the hub, including developing and staffing the governance process, providing direction and vision, drafting operating procedures and documents, and overall partnership development. SUN Division staff will also contract for and develop programs, monitor contracts, compile data and reports and support family involvement in this initiative. As such the United Way will provide funding to Multnomah County for these functions.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of parents/caregivers that are engaged in the Parent Advisory Council of the ELM hub	-	-	-	12		
Outcome	% of parents/caregivers engaged in governance who report satisfaction with their role and the Hub's direction	-	-	-	75%		

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$47,567	\$0	\$0	\$185,011
Contractual Services	\$2,433	\$0	\$0	\$358,356
Materials & Supplies	\$0	\$0	\$0	\$6,170
Internal Services	\$0	\$0	\$0	\$8,820
Total GF/non-GF	\$50,000	\$0	\$0	\$558,357
Program Total:	\$50,000		\$558	3,357
Program FTE	0.50	0.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$558,356
Total Revenue	\$0	\$0	\$0	\$558,356

#### **Explanation of Revenues**

\$260,000 - United Way of the Columbia Willamette Early Learning HUB: Based on current year award \$298,356 - United Way of the Columbia Willamette Family Support Services: Based on current year estimate

#### Significant Program Changes

Last Year this program was: 25158 SUN Early Learning HUB Development

For FY15 the funding is all for implementation and program development.



#### Program #25159 - School Attendance Supports

4/16/2014

Department: County Human Services Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Measure 5 Education

#### **Executive Summary**

This offer requests ongoing County General Fund to support attendance advocates at select SUN Community School sites to respond to high chronic absence rates. Attendance advocates will work intensively with 125 students and their parents to address barriers to attendance and engagement in school. The advocates are part of the integrated Communities Supporting Youth Collaborative effort and the program leverages resources from the All Hands Raised Partnership, the six SUN partner school districts and Oregon Department of Human Services.

#### **Program Summary**

Nearly one in four Multnomah County students is chronically absent (attending fewer than 90% of school days), a critical tipping point that predicts academic struggles, disconnection from school and ultimately a severed path to family-sustaining employment. Chronic absenteeism, which disproportionately affects poor students and students of color, helps drive Multnomah County's graduation below the Oregon average, which itself is the fourth lowest graduation rate in the nation. Family and student stability, health, and access to services are critical to ensuring consistent attendance. An integrated approach linking school-based planning and early warning systems with targeted outreach and supports for high-risk students and families has demonstrated results both locally and nationally.

This offer provides funding for two attendance advocates to work with students who have severe chronic absence rates and their families, who experience multiple challenges including food instability, homelessness, limited parenting skills, limited life skills, unemployment, and so forth. Two advocates from non-profit agencies will work in 3-4 SUN CS sites that are current demonstration sites for the Communities Supporting Youth Collaborative, and 2 other "feeder" schools with high chronic absence rates. The proposed initiative builds on proven strategies and existing school-based infrastructure by embedding advocates who act as case workers in schools to drive down chronic absenteeism through integrated social service delivery.

A .5 FTE Program Specialist will manage the contracting and program development for these services, as well as ensure alignment and development of partners and resources to support the effort.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of students served with intensive attendance supports	-	-	-	125	
Outcome	Percent of students served who improve attendance to 95%	-	-	-	80%	

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$44,051	\$0
Contractual Services	\$0	\$0	\$156,196	\$0
Total GF/non-GF	\$0	\$0	\$200,247	\$0
Program Total:	\$0		\$200,247	
Program FTE	0.00	0.00	0.50	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

# **Explanation of Revenues**

# **Significant Program Changes**

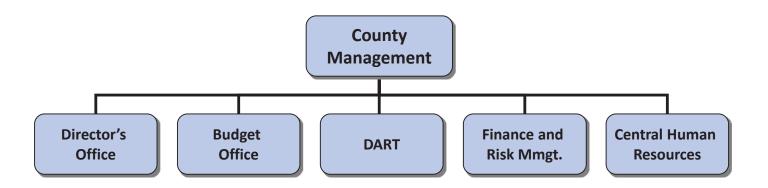
Last Year this program was:

# Department Overview

The Department of County Management (DCM) provides corporate level management of the County's administrative infrastructure. DCM collects property and levies business income taxes, the two primary sources of General Fund revenue; pays the County's bills; develops and implements policies and programs for effective human resources management; and ensures that all financial-related activities meet generally accepted accounting principles.

DCM acts as the County's primary compliance officer for regulations, requirements and policies pertaining to administrative infrastructure and programs.

In addition to providing administrative services to departments, DCM supports the Chair and elected officials by providing strategic leadership and objective policy analysis and makes recommendations for the ongoing development of County programs and initiatives. DCM provides analysis and forecasting to the Chair and Board in areas including the County's economic future, revenue enhancement, and labor and employee relations.



# Budget Overview

The Department of County Management's budget is \$134.9 million and has 239.10 FTE in all funds. This is an increase of \$5.8 million or 4.5% over the FY 2014 Adopted Budget. Budgeted positions increases by 3.50 FTE.

The General Fund budget has increased by \$2.1 million (6.5%) to \$33.5 million. Other Funds have increased by \$3.7 million. The largest category of expenditures is in materials and supplies at \$97.6 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs.

Personnel Services have increased by \$2 million. Most of this increase is due to budgeting medical insurance credits in the Risk Fund for staff who do not receive medical/dental insurance benefits.

Contractual Services has increased by \$2.8 million. The main reasons for this increase are for the Assessment & Taxation system upgrade and in the Tax Title program for statutory distribution of excess revenues from sales of tax foreclosed property to taxing jurisdictions in Multnomah County.

Capital Outlay has increased by \$92,000. This is for computer hardware for the Assessment & Taxation system upgrade.

The budget includes the following innovative/new programs:

- 72021A Network of Child Care for County Employees, \$120,000
- 72021B Multnomah County Child Care Expansion: Tuition Discount, \$210,000

The following programs are funded on a one-time-only basis:

- 72025B DART County Clerk Carryover, \$226,000
- 72035B DART Assessment & Taxation System Upgrade, \$1,500,000

Budget Trends		FY 2014	FY 2014	FY 2015	
	FY 2013	Current	Adopted	Proposed	
	<u>Actual</u>	<b>Estimate</b>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	229.80	235.60	235.60	239.10	3.50
Personnel Services	\$23,142,713	\$25,236,952	\$25,776,068	\$27,824,374	\$2,048,306
Contractual Services	5,280,688	5,596,386	6,626,036	9,443,912	2,817,876
Materials & Supplies	81,821,686	88,984,302	96,711,284	97,569,851	858,567
Capital Outlay	20,954	10,045	8,000	100,000	92,000
Total Costs	\$110,266,041	\$119,827,686	\$129,121,388	\$134,938,137	\$5,816,749

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances.

# Successes and Challenges

In order to maintain the highest possible level of support to the administrative infrastructure and preserve the County's compliance with external regulatory requirements, DCM reviewed areas for process efficiency. Particular successes were achieved in the following areas:

The Budget Office is implementing Questica's TeamBudget software for the FY 2015 budget cycle. The new budget system meets Central Budget Office requirements and will provide departments with both tools for developing annual budgets and the ability to extract budget data for ongoing analysis.

Central Human Resources - Successfully completed the first in a series of county-wide wellness campaigns that achieved a total of 33% voluntary participation.

Central Human Resources - Coordinated the development of a new employer brand, This Work Matters, to attract and retain excellent employees.

Finance - Established a governmental accounting training curriculum that is offered to all County finance staff. The training program integrates relevant SAP material into course curricula.

DCM faces a number of opportunities and challenges in the coming years:

The Budget Office is implementing the new web-based budget software, TeamBudget for FY 2015. While the budget process, legal requirements, and major time lines remain, there are new technological changes. Implementation of the new system requires a significant increase in training and technical support. The Budget Office has made major investments of staff time to ensure a smooth and successful transition to the new budget system.

Central Human Resources - Managing the impact of healthcare reform; secure resources to automate processes and expand employee development; and bargain future labor agreements.

Finance - Financing for major re-capitalization Projects. This includes a new Courthouse, Health Department Headquarters Building, relocation of Hansen Building, and County Animal Shelter.

DART - Implementation of the new Property Tax and Assessment System.

All DCM - Succession planning and thinking about how we can adapt our business needs to a changing workforce.

# Diversity and Equity

County Management promotes diversity and equity across the organization enabling DCM to better meet its goals for employee inclusion, commitment and job satisfaction. DCM also promotes these principles externally when engaging with vendors and community partners to leverage the County's resources, reduce environmental impacts of operations and promote fiscal responsibility, social equity and community and environmental stewardship for a more responsive government.

- DCM maintains County Personnel Rules reflecting the County's commitment to recruitment and hiring practices without regard to race, religion, color, national origin, sex, age, marital status, physical or mental disability, political affiliations, sexual orientation, gender identity, source of income, familial status or any other non-job related criterion.
- Labor Relations ensures provisions of labor agreements and personnel rules are applied equally to all employees.
- Employment outreach through regularly scheduled print/online advertising and weekly job announcements to over 70 employment partners and at regularly scheduled job fairs focused on women, minority, youth and Veteran communities.
- Offered to all DCM employees two Building Partnerships Across
   Differences workshops in Communication Styles and Cultural Values.
- Encouraged employees to participate in County sponsored diversity efforts including the Regional Government Diversity Conference.
- Human Resources worked with the Office of Diversity and Equity to develop New Employee training that has an increased emphasis on the County's commitment to diversity.

# Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$482,264	\$0	\$482,264	2.00
Budget Office	1,775,868	0	1,775,868	11.00
Finance and Risk Management	7,740,459	7,927,888	15,668,347	60.00
Central Human Resources	4,123,691	88,115,254	92,238,946	34.60
Division of Assessment, Recording & Taxation (DART)	<u>19,372,711</u>	<u>5,400,000</u>	<u>24,772,711</u>	131.50
Total County Management	\$33,494,994	\$101,443,142	\$134,938,137	239.10

# Director's Office

The Director's Office for the Department of County Management (DCM) is responsible for the administrative infrastructure and financial health for the overall County organization. The Director's office develops and presents policy analysis and provides corporate leadership in the areas of budget, finance and risk management, human resources, and administration.

The Director's Office works with DCM divisions, elected officials and staff, and departments to establish priorities and guidelines to assure policies and operations are aligned with priorities. The Director's Office provides project management and direction for county-wide projects identified and prioritized by the Chair's Office, and works with elected officials and departments on infrastructure policy and delivery for the entire County.

# Significant Changes

# **Budget Office**

The Budget Office guides the development of the County's Budget Process, prepares the annual budget and supports the Chair and the Board of County Commissioners in their budgeting decisions by helping align the County's annual spending plan with their priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office prepares and presents the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget projections;
- Ad hoc analysis for County Management and the Chair's Office; and
- Countywide research and evaluation.

Staff assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other policy and fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining and cost analysis.

# Significant Changes

The Budget Office is implementing the new web-based budget software, TeamBudget for FY 2015. The overall goal of the new budget system is to replace the current set of fragmented applications and tools that are used to manage the annual budgeting process with a single integrated application. The new budget system meets Central Budget Office requirements and will provide departments with both tools for developing annual budgets and the ability to extract budget data for ongoing analysis.

While the budget process, legal requirements and major timelines remain, there are new technological changes. Implementation of the new system requires a significant increase in training and technical support. The Budget Office has made major investments of staff time within existing resources to ensure a smooth and successful transition to the new budget system.

The Budget Office has also been engaged in expanding countywide research and evaluation. Potential projects for FY 2015 include: analyzing workforce analytics for County Management (DCM), County Assets (DCA) and Central Human Resources; evaluating DCM recruitment and hiring process and proposing process improvements: distributing and analyzing the countywide employee survey; and other statistical analysis or research as assigned.

# Finance and Risk Management

The Finance and Risk Management Division provides a wide variety of services to ensure the County's financial transactions are managed in a timely and accurate manner.

The division pays the County's bills, maintains and records accounting transactions, manages cash and investments, issues payroll checks, and manages the contracting process. Risk Management negotiates insurance coverage for the County's buildings, manages claims associated with work related injuries, consults on workplace safety and health, and manages claims for the County's self-insured liability program.

Finance and Risk Management is responsible for preparing the County's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers of America (GFOA) award for distinguished reporting in each of the past 28 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

The division constantly seeks ways in which efficiencies can be implemented to improve the processing of financial transactions

# Significant Changes

Program offer 72003B, FRM Economic Development-This program offer now incorporates previous year program offer 10019 Economic Development and transfers 1.00 FTE. This function was formerly budgeted as a Nondepartmental program. The position will continue to leverage County programs and polices to enhance competitiveness of local businesses and increase the economic success of all County residents. The economic development activities will now reside under the Chief Financial Officer.

Program Offer 72003A has added a 1.00 FTE Administrative Analyst position to provide administrative support for the division.

Program Offer 72002 FRM Accounts Payable- This program offer has added a 0.50 FTE Finance Specialist position to enhance the units ability to provide consistent and effective Accounts Payable auditing functions (e.g. Procurement Card, Mileage, Payable, and Cell Phone audits). The continued growth in electronically processed payments and P-Card usage has increased the number of necessary audits.

# Central Human Resources

The Central Human Resources Division is driven by its Strategic Plan Mission: "Through leadership and collaborative partnerships, we foster organizational excellence, ensure equity and provide strategic human resources services to attract, develop, and sustain a diverse and talented workforce."

The Central Human Resources Division provides strategic leadership, recommends policy and partners with the department HR units to guide consistent, efficient and cost effective HR processes and practices necessary to achieve results across the organization.

The HR Director ensures HR processes are aligned with County-wide goals and oversees evaluation of HR contributions to organizational effectiveness.

Central Human Resources manages the following services and systems to support employees, managers as well as the business needs of the County:

- Collective bargaining and labor contract interpretation;
- Personnel rules and County HR policy development and interpretation;
- Job classification and compensation plans;
- County-wide training and organizational development;
- HR process monitoring and evaluation;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs; and
- Privacy Officer program for HIPAA and Privacy Rule compliance.

# Significant Changes

A 2013 national study found that Oregon has the least affordable child care in the country. The Chair's Executive Budget establishes the Multnomah County Child Care Network. Program offers 72021A and 72021B provide \$330,000 to establish a network of child care providers that will offer discounted rates and priority access for children of County employees; and to provide a tuition discount estimated at 10% for up to 180 children of County employees.

Division of Assessment, Recording and Taxation (DART) The Division of Assessment, Recording and Taxation (DART) collects and distributes approximately \$1.4 billion in annual property taxes on behalf of all Multnomah County taxing districts while ensuring that all property is valued and taxed fairly and accurately. DART performs the statutorily required functions of Tax Assessor, Tax Collector and certain County Clerk functions including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports and the Board of Property Tax Appeals.

DART collaborates with stakeholders to address the evolving needs of the Multnomah County community to meet mandated functions and to provide leadership to improve the efficiency of the statewide property tax system. The Division provides proactive and judicious stewardship of public resources through its efficient and cost effective management.

DART maintains approximately 341,000 property tax accounts, calculates tax levies, certifies the tax roll for collection, collects and processes property tax payments, and distributes property taxes to over 60 taxing districts. The Division provides responsive customer service, maintains ownership records and property descriptions, records over 175,000 documents, issues over 6,700 marriage licenses and domestic partnership registrations, responds to 105,000 inquiries and serves 55,000 walk-in customers.

# Significant Changes

DART's Customer Service Office, Recording Office and Public Research Room were fully integrated in FY 2013, improving efficiency and quality of service delivery. Additional improvements from technology updates have included an electronic customer queuing and reporting system, on-line chat tool, on-line marriage application, on-line property tax statements and a new passport photo service. Digitization of historic public records, availability of records via a County Clerk System and in 2014 a new web-based Digital Research Room, provide easily accessible digital records. These changes result in ongoing savings due to reduced space and equipment requirements, e-business efficiencies, and responsive quality service.

DART plans to implement a new tax payment processing system which is estimated to save the County nearly \$60,000 annually due to reductions in software and hardware maintenance.

Electronic document recording, implemented in FY 2013, resulted in processing and cost efficiencies and more sustainable practices. Additional aggregators were added in 2014 which will increase e-recording to more than 50% of documents.

# Department of County Management The following table shows the programs that make up the department's total budget. The individual programs

follow in numerical order.

Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000	DCM Director's Office	\$482,264	\$0	\$482,264	2.00
Budget Offic	e				
72001	Budget Office	1,775,868	0	1,775,868	11.00
Finance and	Risk Management				
72002	FRM Accounts Payable	730,250	0	730,250	7.10
72003A	FRM Chief Financial Officer	1,474,869	186,850	1,661,719	4.95
72003B	FRM Economic Development Program	0	196,156	196,156	1.00
72004	FRM General Ledger	960,530	0	960,530	9.00
72005	FRM Purchasing	2,043,941	0	2,043,941	18.00
72006	FRM Property & Liability Risk Management	0	2,877,542	2,877,542	1.50
72007	FRM Payroll/Retirement Services	853,160	0	853,160	7.95
72008	FRM Treasury and Tax Administration	1,677,708	0	1,677,708	4.00
72009	FRM Worker's Compensation/Safety & Health	0	4,565,000	4,565,000	6.50
72010	FRM Recreation Fund Payment to Metro	0	102,340	102,340	0.00
Central Hum	an Resources				
72016A	Central HR Administration	1,377,108	180,802	1,557,910	4.63
72017	Central HR Services	1,596,127	0	1,596,127	10.60
72018	Central HR Labor Relations	820,456	101,720	922,176	5.85
72019	Central HR Unemployment	0	820,420	820,420	0.15
72020	Central HR Employee Benefits	0	87,012,313	87,012,313	13.37
72021A	Network of Child Care for County Employees	120,000	0	120,000	0.00
72021B	Multnomah County Child Care Expansion: Tuition Discount	210,000	0	210,000	0.00

# **County** Management

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Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Division of A	assessment, Recording and Taxation (DART)				
72023	Div of Assessment, Recording & Taxation Administration	1,203,192	0	1,203,192	6.00
72024	DART Customer Service	1,005,178	0	1,005,178	9.30
72025A	DART County Clerk Functions	1,459,194	0	1,459,194	12.00
72025B	DART County Clerk Carryover	226,000	0	226,000	0.00
72026	DART Ownership	417,048	0	417,048	4.20
72027	DART Tax Revenue Management	1,755,993	0	1,755,993	11.50
72028	DART GIS / Cartography	587,478	0	587,478	4.30
72029	DART Assessment Performance Analysis	455,229	0	455,229	3.30
72030	DART Property Assessment Special Programs	1,317,803	0	1,317,803	11.00
72031	DART Personal Property Assessment	1,330,159	0	1,330,159	10.60
72032	DART Property Assessment Industrial	886,838	0	886,838	7.40
72033	DART Commercial Property Appraisal	1,835,989	0	1,835,989	14.30
72034	DART Residential Property Appraisal	3,632,519	0	3,632,519	29.40
72035A	DART Assessment & Taxation System Upgrade	0	3,900,000	3,900,000	0.00
72035B	DART Assessment & Taxation System Upgrade	0	1,500,000	1,500,000	0.00
72037	DART Applications Support	1,443,651	0	1,443,651	6.70
72038	DART Tax Title	1,816,442	0	<u>1,816,442</u>	<u>1.50</u>
	Total County Management	\$33,494,994	\$101,443,142	\$134,938,137	239.10

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fy2015 **proposed** budget

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#### Program #72000 - DCM Director's Office

4/16/2014

**Department:** County Management **Program Contact:** Sherry Swackhamer

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The Director's Office manages the administrative infrastructure and financial health of the entire county and sets administrative policy. The areas of responsibility with county-wide implications include Budget, Finance, Property Assessments & Recording, Tax Collections and Human Resources.

#### **Program Summary**

The Director develops and presents administrative, financial, human resource and infrastructure guidelines and policy to executive level staff, County Chair, Chief Operating Officer and Board of County Commissioners. The Director works with DCM Division Managers, Chair, BCC and departments to establish priorities and guidelines and ensure policies are aligned with these priorities. The Director works with department and human resource personnel to recruit, train and retain a high quality diverse work force; provides management for county-wide projects identified by the Chair's Office; and works with Board, the Department of County Assets (DCA) and other departments on the funding policies involving the physical infrastructure of the County.

DCM has embraced the electronic alternative to printing mandated or informational documents such as the Comprehensive Annual Financial Report, the annual Budget document or the Risk Management Annual Report, to name a few. This along with the efforts to reduce general paper consumption contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste. DCM has also made great strides in its use of electronic payment processing and paperless employee applications.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Each Supervisor will complete a minimum of 8 training and development hours.	8	8	8	8			
Outcome	Supervisors and employees discuss how to meet training needs of the employee.	100%	100%	100%	100%			

#### **Performance Measures Descriptions**

ORS 208, 238, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the county to maintain appropriate personnel, infrastructure, taxation and financial system operations.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$507,883	\$0	\$403,511	\$0
Contractual Services	\$58,000	\$0	\$29,000	\$0
Materials & Supplies	\$11,678	\$0	\$10,700	\$0
Internal Services	\$50,095	\$0	\$39,053	\$0
Total GF/non-GF	\$627,656	\$0	\$482,264	\$0
Program Total:	\$627,656		\$482	2,264
Program FTE	3.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

This program is supported exclusively by General Fund revenues.

#### Significant Program Changes

Last Year this program was: 72000A DCM Director's Office

This program offer also includes last year's program offer 72000B DCM Administrative Support. Reallocation of 1.00 FTE from the Director's Office to program 72001 Budget Office. This shift of resources is due to the implementation of the countywide budget system, TeamBudget. The Budget Office has relied exclusively on existing resources to manage and implement the new budget system; however, due to the increased and ongoing workload level it was necessary to realign staff within DCM.



## Program #72001 - Budget Office

4/16/2014

Department:County ManagementProgram Contact:Karyne KietaProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Budget Office guides the development of the County's Budget Process, prepares the annual budget and supports the Chair and the Board of County Commissioners with their budgeting decisions by helping align the County's annual spending plan with the priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program, and management analysis.

#### **Program Summary**

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office does the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget revenue/expenditure projections;
- · Ad hoc analysis for County Management and the Chair's Office; and
- Countywide research and evaluation and cost control analyses;
- Prepares the supplemental budget; and
- Maintains the legal budget throughout the course of the year.

Staff also assist departments in measuring performance of County programs; providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other policy or fiscal matters; identify and resolve problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

Over the last decade, the County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Annual Award. The award represents a significant achievement by the County. It reflects the commitment of Multnomah County's governing body and staff to meet the highest principles of governmental budgeting.

The Budget Office is implementing Questica's Team Budget software for the FY 2015 budget cycle. The overall goal of the new budget system is to replace the current set of fragmented applications and tools that are used to manage the annual budgeting process with a single integrated application. The new budget system meets Central Budget Office requirements and will provide departments with both tools for developing annual budgets and the ability to extract budget data for ongoing analysis.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of budget modifications processed (includes internal)	144	150	190	150	
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	92%	85%	95%	90%	
Quality	Percent error in General Fund Revenue Forecast	0	2.0%	0	2.0%	
Quality	% of customers satisfied with the Budget Office staff performance*	95%	95%	97%	95%	

#### **Performance Measures Descriptions**

\*Because the budget process ends prior to the beginning of the fiscal year, the FY 2014 estimate is the "actual" customer satisfaction rating. In FY 2015, we anticipate there may be a slight drop in customer satisfaction due to the implementation of the new budget software system.

The Budget Office is not mandated, but the County is subject to Oregon Budget Law, ORS Chapter 294 & sections of ORS Chapters 280 & 310 related to filing and ballot title wording. The office is responsible for producing a financially sound budget that complies with the law and communicating the outcome from public funds entrusted to the County.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,325,959	\$0	\$1,486,801	\$0
Contractual Services	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$56,240	\$0	\$88,900	\$0
Internal Services	\$155,361	\$0	\$190,167	\$0
Total GF/non-GF	\$1,537,560	\$0	\$1,775,868	\$0
Program Total:	\$1,537,560		\$1,77	5,868
Program FTE	10.00	0.00	11.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

This program is supported exclusively by General Fund revenues.

#### Significant Program Changes

Last Year this program was: 72001 Budget Office

The Budget Office is implementing the new web-based budget software, TeamBudget for FY 2015. While the budget process, legal requirements, and major timelines remain, there are new technological changes. Implementation of the new system requires a significant increase in training and technical support. The Budget Office has relied exclusively on existing resources to manage and implement the new budget system; however, due to the increased and ongoing workload level it was necessary to realign staff within DCM.

Reallocation of 1.00 FTE from the Director's Office (72000) to the Budget Office to help absorb workload increases.



#### Program #72002 - FRM Accounts Payable

4/16/2014

**Department:** County Management **Program Contact:** Mike Waddell

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Central Accounts Payable (AP) supports County programs in the areas of vendor payment processing, auditing and data integrity, travel and training audits, procurement card administration, vendor master file management and County Administrative Procedures compliance monitoring.

#### **Program Summary**

Accounts Payable (AP) processes approximately 120,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the purchasing card program and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the year-end expenditure accruals; conducts internal audits of AP functions while ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures and government accounting practices; coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor records for payment and tax reporting purposes. AP also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, AP provides one-on-one technical assistance/training and also hosts information forums and periodic finance related user-group meetings for the purpose of informational updates, group training, and peer/professional support which ultimately contribute to staff competencies.

Accounts Payable prides itself on fostering continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the Accounts Payable function from a paper intensive payment process to a more sustainable, electronic payment process. This single objective has reduced the cost of government by providing operating efficiencies while maintaining internal controls and supporting Climate Action Plan (Action Area 18-8).

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Payments Processed	127,258	128,845	119,928	120,000	
Outcome	Percent of Invoices Paid On Time within std NET 30	89%	89%	90%	90%	
Outcome	Percent of Total Payments that are Electronic	63%	60%	67%	67%	
Outcome	Procurement Card Rebates	\$134,302	\$145,000	\$175,000	\$175,000	

#### **Performance Measures Descriptions**

Invoice payments processed will decrease as we progress to more consolidated billings, electronic payments and growth in Multco Marketplace activity. Percent of total payments that are electronic--growth correlates with more cost effective electronic payment methods including ACH, ePayables and Pcards. Procurement Card Rebates are directly associated with the total amount spent in the P-Card system which reflects modest ePayables and Multco Marketplace growth.

Tax Information Returns (i.e. 1099 MISC, 1099 INT, etc.) are mandated by the Internal Revenue Service code as described in Sections 1.6001-1 through 1.6091-4. Failure to comply would result in the County being assessed penalties and fines.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$664,050	\$0	\$711,565	\$0
Materials & Supplies	\$10,740	\$0	\$18,685	\$0
Total GF/non-GF	\$674,790	\$0	\$730,250	\$0
Program Total:	\$674,790		\$730	),250
Program FTE	6.60	0.00	7.10	0.00

Program Revenues				
Other / Miscellaneous	\$145,180	\$0	\$175,180	\$0
Total Revenue	\$145,180	\$0	\$175,180	\$0

#### **Explanation of Revenues**

This program is supported by General Fund revenues. Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America, are based on the level of annual spending in each of the banks' credit card programs. The majority is from Bank of America's procurement card program; rebates from BOA are generally 1% of total value of transactions processed. Multnomah County is part of the Bank of America Procurement Card Consortium of local governments which, as a group has leveraged competitive rebate terms.

## Significant Program Changes

## Last Year this program was: 72002 FRM Accounts Payable

This offer adds 0.50 Finance Specialist 1. Accounts Payable is shifting from traditional check payment processing to a more cost effective electronic payment processing the latter of which occurs daily rather than part of the weekly check run. As a result, daily work load and transaction audits have increased; Purchasing Card audits have also increased as a result of significant growth in Pcard use and transaction volume. Transaction audits are an essential internal control to ensure Accounts Payable compliance. The additional 0.50 FTE will be funded from increased rebates as the Purchasing Card program expands.



#### Program #72003A - FRM Chief Financial Officer

4/16/2014

**Department:** County Management **Program Contact:** Mark Campbell

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Chief Financial Officer (CFO) manages the financial health of the entire county and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Risk Management, Retirement Programs, Tax Administration, Central Purchasing and Treasury.

#### **Program Summary**

The CFO develops and presents financial guidelines to executive level staff, the County Chair's Office, and Board of County Commissioners (BCC). The CFO presents recommendations related to public financial policy to these groups as well as other jurisdictions. The CFO interacts with the Oregon legislature, the general public, and the business community in assessing the potential impact of changes in financial policy. The CFO also develops and/or suggests financing alternatives to executive level staff and jurisdiction partners.

The CFO monitors the Public Employees Retirement System (PERS) and works with partner jurisdictions to develop and present legislative policy. This involves communication with the BCC, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the BCC and County departments to establish priorities and guidelines and assure policies are aligned with these priorities. The CFO works with finance sections, DCM divisions, and department stakeholders on all administrative policies and procedures.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1	
Outcome	Maintain County's high bond rating of Aaa	1	1	1	1	

#### **Performance Measures Descriptions**

Output: The Comprehensive Annual Financial Report is a primary product of the Finance Division. Statutes require that it is issued within six months of the close the fiscal year. 1=achieved; 0=not achieved.

Outcome: County maintains highest bond rating of Aaa on general obligation debt. This rating is achieved by continuing to demonstrate prudent financial management.

1=achieved; 0=not achieved.

ORS 208, 288,294,295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the County to maintain appropriate personnel, infrastructure, taxation and financial system operations.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$400,344	\$43,720	\$606,813	\$44,807
Contractual Services	\$50,000	\$0	\$50,000	\$0
Materials & Supplies	\$109,558	\$1,500	\$51,359	\$2,500
Internal Services	\$812,717	\$133,107	\$766,697	\$139,543
Total GF/non-GF	\$1,372,619	\$178,327	\$1,474,869	\$186,850
Program Total:	\$1,55	\$1,550,946		1,719
Program FTE	2.75	0.20	4.75	0.20

Program Revenues				
Other / Miscellaneous	\$0	\$178,327	\$0	\$186,850
Total Revenue	\$0	\$178,327	\$0	\$186,850

## **Explanation of Revenues**

This program is supported by General Fund and Risk Fund revenues.

## Significant Program Changes

Last Year this program was: 72003 FRM Chief Financial Officer

This offer adds a 1.00 FTE Administrative Analyst position to provide administrative support for the division.



#### Program #72003B - FRM Economic Development Program

4/16/2014

Department:County ManagementProgram Contact:Mark CampbellProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Economic Development Program in the County Finance Division works with the Chief Financial Officer to leverage existing county programs and policies to enhance the competitiveness of local businesses, increase the economic success of all county residents, and engage Multnomah County businesses as vital members of the community.

#### **Program Summary**

This program offer now incorporates previous year program offer 10019 Economic Development and transfers one position. This function was formerly budgeted as a Non-Departmental program. Economic development efforts and activities will be under the Chief Financial Officer.

The Economic Development program identifies opportunities to increase the stability and quality of the workforce, decrease unemployment and underemployment for all county residents, bring more capital and technical assistance to small businesses, and foster an environment where business and the broader community participate respectfully in constructive dialogue. The program works with businesses, trade associations, labor groups, non-profit organizations, other County divisions, and the state, federal and other local governments to identify and pursue these opportunities. The program oversees and reports on Multnomah County's expenditures of State Lottery Funds and provides staff support to the Business Advisory Council. This function was formerly budgeted as a Non-Departmental program.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Compile annual report on State Lottery Fund expenditures	1	1	1	1	
Outcome	Further Multnomah County's economic development strategy	0	1	1	1	

#### **Performance Measures Descriptions**

Reporting on the expenditures of State Lottery Funds increases transparency and accountability for the County's economic development efforts, and developing a comprehensive strategy intensifies the focus of the County's efforts and further increases accountability.

None.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$144,745	\$0	\$119,484
Contractual Services	\$0	\$30,000	\$0	\$30,000
Materials & Supplies	\$0	\$32,063	\$0	\$39,157
Internal Services	\$0	\$14,802	\$0	\$7,515
Total GF/non-GF	\$0	\$221,610	\$0	\$196,156
Program Total:	\$221	\$221,610		,156
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

This program is funded with State Video Lottery dollars.

# **Significant Program Changes**

Last Year this program was: 10019 Office of Economic Development

This program has moved from the Nondepartmental budget to the Department of County Management's budget for FY 2015.



#### Program #72004 - FRM General Ledger

4/16/2014

**Department:** County Management **Program Contact:** Cara Fitzpatrick

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The General Ledger (GL) program manages central financial accounting and reporting, including the annual external financial audit, audit of the County's expenditures of federal awards, the indirect cost allocation plan, contract fiscal compliance over grants, as well as general accounting support and assistance countywide.

#### **Program Summary**

The GL program supports and monitors the County's financial accounting activity by performing corporate level accounting functions including account reconciliations, review/approval of accounting transactions and preparing required financial reports.

The primary product is the County's Comprehensive Annual Financial Report (CAFR), which includes all activities associated with the required annual external financial audits. The CAFR earns the Government Finance Officers Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials meeting the reporting standards and requirements noted by GFOA. Approximately 3% of government entities in the United States receive this award annually.

The program's fiscal compliance (FC) unit performs site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. GL also prepares the County's cost allocation plans needed to recover central and departmental overhead and administrative indirect costs from external revenue sources. Maintaining internal controls and the chart of accounts are also performed by GL.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300			
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	66.0%	70.0%	65.0%	65.0%			

#### **Performance Measures Descriptions**

Output: In the County's external financial audit, the auditors will analyze and audit our balance sheet accounts. Fewer balance sheet accounts identified with misstatements will indicate a high degree of accuracy in the financial statements (300 Total Accounts). Outcome: Fiscal Compliance unit performs financial monitoring of County funded human service (HS) providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher % monitored indicates greater coverage and decreased County financial risk as it relates to HS providers.

Oregon Revised Statutes (ORS), Ch. 297~Audits of Public Funds and Financial Records requires governments to have an external audit and submitted to the Secretary of State - Audits Division. The Office of Management and Budget (OMB) Circular A-133 (Audits of States, Local Governments & Non-Profit Organizations) requires entities expending Federal funds over \$750,000 in a fiscal year to have a single audit of Federal awards. Also per A-133, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with pass-through dollars. OMB A-87 (Cost Principles for State, Local & Indian Tribal Governments) requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,026,941	\$0	\$919,430	\$0
Contractual Services	\$1,000	\$0	\$12,000	\$0
Materials & Supplies	\$20,600	\$0	\$29,100	\$0
Total GF/non-GF	\$1,048,541	\$0	\$960,530	\$0
Program Total:	\$1,048,541		\$960	),530
Program FTE	10.00	0.00	9.00	0.00

Program Revenues				
Service Charges	\$15,000	\$0	\$15,500	\$0
Total Revenue	\$15,000	\$0	\$15,500	\$0

#### **Explanation of Revenues**

This program is supported by General Fund revenues.

External revenue is received from Service Districts (Dunthorpe-Riverdale, Mid County Street Lighting) as reimbursement for accounting services provided to each Service District.

#### Significant Program Changes

Last Year this program was: 72004 FRM General Ledger

Changes from FY 2014 budget program offer include costs allocated to professional services to provide for a study and consulting costs on the County's Indirect Cost Allocation Plan, as well as costs allocated to software licensing and maintenance to purchase a new financial reporting software program designed to integrate all elements of the CAFR, GL's primary product.



#### Program #72005 - FRM Purchasing

4/16/2014

**Department:** County Management **Program Contact:** Brian Smith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to employees who perform purchasing functions. Purchasing supports departments to procure products and services in construction, materials, and both non-professional and professional services. Purchasing ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social and environmental impacts of purchases.

#### **Program Summary**

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for several thousand contracts and hundreds of millions of dollars awarded each year.

Key efforts include: (1) safeguard the County from potential contractual risk and liability exposure; (2) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (3) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (4) research, analyze, recommend, and implement best business practices; (5) provide on-going guidance, support, training, and consultation to departments and employees; (6) track, monitor, analyze and annually report on contract data and performance measures; (7) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB) and Qualified Rehabilitation Facilities (QRF); (8) participate in community events, meetings and conduct outreach to the MWESB vendor community, and (9) develop and implement sustainable purchasing policies, procedures and training.

Climate Action Plan: 18-9 By policy, sustainable practices of prospective vendors, contractors and service providers are included as evaluation criteria in all contract awards over \$5,000. All Purchasing staff share in the education, training, and support of County staff to promote and support sustainable purchasing practices.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent of contracts awarded to MWESB and QRF businesses	23%	35%	35%	35%			
Outcome	Minimize the number of sustained protests on formal procurements	0	0	1	0			
Output	Number of formal RFP and Bid solicitations issued	69	70	60	70			
Output	Number of contracts processed	737	700	700	700			

#### **Performance Measures Descriptions**

These are the same performance measures as in FY 2014. Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$150,000) for the County because they represent the greatest risk in the County's purchasing activity. Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all county departments.

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,865,452	\$0	\$1,901,356	\$0
Contractual Services	\$49,103	\$0	\$63,907	\$0
Materials & Supplies	\$77,503	\$0	\$78,678	\$0
Total GF/non-GF	\$1,992,058	\$0	\$2,043,941	\$0
Program Total:	\$1,992,058		\$2,04	3,941
Program FTE	18.00	0.00	18.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,000	\$0	\$2,000	\$0
Total Revenue	\$2,000	\$0	\$2,000	\$0

## **Explanation of Revenues**

This program is supported by General Fund revenues.

External revenues are generated primarily when fees are collected for services performed in response to public records requests.

#### Significant Program Changes

Last Year this program was: 72005 FRM Purchasing



## Program #72006 - FRM Property & Liability Risk Management

4/16/2014

**Department:** County Management **Program Contact:** Michelle Cross

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The Property & Liability Risk Program (P&LRP) manages the County's property and liability programs in accordance with all legal requirements and County policies/procedures. If focuses on County-wide risk exposures, liability/subrogation claims, insurance, loss control/prevention, and risk management. Our goal is to annually determine the County' "Cost of Risk", benchmark against other entities and continually improve our program by implementing best practices.

#### **Program Summary**

The Property & Liability Risk Program (P&LRP) purchases property insurance, County vehicle/fleet coverage, marine coverage, crime coverage, excess liability, excess medical malpractice coverage, bonds, and other specialized insurance coverage for the County. The P&LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance and develops County-wide policies and procedures. The P&LRP designs and implements risk management strategies for the prevention of risk exposure and property and liability loss County-wide. The program adjusts property loss claims, and liability claims with a contracted adjuster and the County Attorney's Office. The County chooses to "self-insure" (retain a certain amount of financial exposure to loss and purchases property and excess liability coverage for large property and liability related claims). This controls the loss adjustment process, minimizes our "total cost of risk" (Uninsured claims costs + insurance costs+ administrative costs), and motivates internal loss control behavior. A department's internal property and liability rates are based on their past losses.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of policies for liability ins. bond, crime, coverages purchased/renewed	16	16	16	16			
Outcome	Annual premium rate for liability ins/bond-cents per \$1,000 budget	8	8	8.5	8.5			

#### **Performance Measures Descriptions**

Output: Appropriate types of insurance coverage indicates strong safeguarding of the County's Assets.

Outcome: This year's average premium rate per \$1,000 in budget for self-insured Oregon public entities is 9 cents. The County's rate is 8.5 cents, indicating that the cost of the Liability Risk Program again this year is below the average premium rate for self-insured Oregon public entities.

The Property & Liability Risk Program is mandated by County Code 7.100-7.104. The County is required by the State to have specific insurance and bond coverage. The County is self-insured for liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270 and purchases Excess Liability insurance above the self-insured retention of \$1,000,000. The required Public Official Bonds, DEQ Bonds, and Pharmacy Bond are purchased in accordance with State requirements. The P&LP manages the County's compliance with numerous OSHA requirements to promote employee safety, including driver's license validation and inspections by regulatory and insurance carrier representatives.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$217,680	\$0	\$170,090
Contractual Services	\$0	\$271,200	\$0	\$260,447
Materials & Supplies	\$0	\$2,368,224	\$0	\$2,447,005
Total GF/non-GF	\$0	\$2,857,104	\$0	\$2,877,542
Program Total:	\$2,85	\$2,857,104		7,542
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,779,352	\$0	\$2,877,542
Total Revenue	\$0	\$2,779,352	\$0	\$2,877,542

#### **Explanation of Revenues**

Departments are charged a risk property & liability rate based on claims experience and an actuarial valuation performed every three years. The Property & Liability Risk Program also receives subrogation money and reimbursement related to liability claims.

#### Significant Program Changes

Last Year this program was: 72006 FRM Property & Liability Risk Mgmt



#### Program #72007 - FRM Payroll/Retirement Services

4/16/2014

Department:County ManagementProgram Contact:Susie CameronProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension and deferred compensation programs.

#### **Program Summary**

Central Payroll produces 24 payrolls per year for all Multnomah County employees and is responsible for:

- Accurately withholding, reporting and remitting employment taxes to Federal, State and Local taxing authorities;
- Reporting and remitting pension contributions to the Public Employees Retirement System;
- Administering the County's IRC §457 deferred compensation program;
- Ensuring that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts and County Administrative guidelines.
- Reconciling and remitting mandated deductions for creditor garnishments, child support, bankruptcies, tax levies and union dues.
- Reconciling and producing year-end tax statements for employees (W2's) and vendors (1099's) of Multnomah County following strict federal and state regulations.

Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for noncompliance. This program contributes to the Climate Action Plan, Local Government Operations section, item 18-8 related to reduction of waste by providing electronic disbursements of wages to employees' financial institutions and providing paperless notification of their deposits. Currently 97% of employees participate in direct deposit of funds and of those, 92% receive the notification of deposit via email.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average number of payments issued per period*	6698	6700	6665	6700		
Outcome	Percent issued without error*	99%	99%	99%	99%		
Output	Percent of employees participating in Deferred Comp**	48%	50%	48%	50%		

## **Performance Measures Descriptions**

Output/Outcome\*Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits. Payroll has consistently maintained a high level of accuracy (99%). Output\*\*The percent of employees participating in the deferred comp plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 29%.

Wage payments are mandated by Federal & State wage and hour laws, 10 union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service and the Oregon Dept of Revenue. Pension contributions are mandated by union contracts, Multnomah County Personnel Rules and Oregon Revised Statutes. Failure to comply with these laws and regulations result in fines and penalties being assessed.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$795,295	\$0	\$802,801	\$0
Contractual Services	\$25,675	\$0	\$23,000	\$0
Materials & Supplies	\$26,204	\$0	\$27,359	\$0
Total GF/non-GF	\$847,174	\$0	\$853,160	\$0
Program Total:	\$847,174		\$853	3,160
Program FTE	7.95	0.00	7.95	0.00

Program Revenues				
Other / Miscellaneous	\$125,400	\$0	\$128,106	\$0
Total Revenue	\$125,400	\$0	\$128,106	\$0

#### **Explanation of Revenues**

This program is supported by General Fund revenues. External revenues for the deferred compensation program are contractually negotiated with the County's deferred compensation provider through a revenue sharing agreement. All administrative costs associated with the program are paid for through the agreement. The revenue sharing enables the County to offer the program to employees at no cost to the County. The current reimbursement for FY 2015 is \$125,706 and is adjusted each following year by the CPI-U amount. The remaining \$2,400 is miscellaneous revenue.

#### Significant Program Changes

Last Year this program was: 72007A FRM Payroll/Retirement Svcs

This offer also includes last year's program offer 72007B Payroll/Retirement Service Support.



## Program #72008 - FRM Treasury and Tax Administration

4/16/2014

**Department:** County Management **Program Contact:** Mark Campbell

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodgings Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

#### **Program Summary**

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the CFO in the issuance of debt, including opportunities to refinance existing debt and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANs) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the county. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 15% of General Fund revenues. A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 5%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitors Development Fund.

Treasury maintains effective banking relationship to keep pace with technology and adapting it to the needs of County Departments to provide better service to County residents.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Compliance with Investment Policy*	1	1	1	1	
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	290	277	290	292	
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1	
Output	Number of Business Accounts in County****	64,647	64,800	63,400	64,750	

#### **Performance Measures Descriptions**

<sup>\*</sup>Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures compliance to applicable ORS)

<sup>\*\*</sup>The number of tax returns filed is a measure of compliance with applicable code requirements.

<sup>\*\*\*</sup>Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures County meets its debt obligations)

<sup>\*\*\*\*</sup>The number of business accounts is used as a workload measure and serves as an indicator of economic activity within the County.

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 11 (BIT) and Chapter 12 (MVRT and TLT). The Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires at the end of FY 2016.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$370,895	\$0	\$379,497	\$0
Contractual Services	\$1,296,301	\$0	\$1,285,602	\$0
Materials & Supplies	\$12,000	\$0	\$12,610	\$0
Total GF/non-GF	\$1,679,196	\$0	\$1,677,708	\$0
Program Total:	\$1,679,196		\$1,67	7,708
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Service Charges	\$100,000	\$0	\$100,902	\$0
Total Revenue	\$100,000	\$0	\$100,902	\$0

## **Explanation of Revenues**

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the Visitors Development Fund Board. Under terms of the IGA that created the Visitors Development Fund the County receives an administrative fee equal to 0.7% of MVRT and TLT revenues recorded in the fund.

#### Significant Program Changes

Last Year this program was: 72008 FRM Treasury and Tax Administration



#### Program #72009 - FRM Worker's Compensation/Safety & Health

4/16/2014

**Department:** County Management **Program Contact:** Michelle Cross

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The Safety and Health Section oversees the loss prevention efforts of the County. They assist each department in meeting loss prevention requirements of a workers' compensation self-insured employer and OR OSHA compliance. The Workers' Compensation Section manages the work-related employee injury and illness process and assists employees in returning to their jobs post injury or illness.

#### **Program Summary**

The Safety and Health Section is aimed at reducing employee on-the-job injuries and employer liability due to injuries to non-employees. Safety and Health staff consult with County departments to assist them in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to occupational safety and health regulations. All loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health staff.

This program provides workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for this mandatory program since 1978. Claims are administered through a contract with a third-party administrator (TPA). Staff work with employees, supervisors, physicians, the TPA, attorneys, managed care organizations and other vendors to accurately and timely process claim benefits for the injured employee. Internal workers' compensation section employees focus on service, cost containment and compliance efficiency. The Workers' Compensation Section is responsible for the County's return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division's (WCD) Employer-At-Injury reimbursement program.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of site safety visits to meet loss prevention consultative needs and satisfy OR-OSHA compliance for	23	24	20	24		
Outcome	Workers' Compensation Experience Rating Modifier (ERM) below industry average	.87	.87	.87	.87		

## **Performance Measures Descriptions**

Output: Performance measures are designed to meet OR-OSHA Self-insured Employer OAR 437-001-1060 (2) & (7) rules and monitor our success as a self-insured employer. The loss prevention output tracks the Safety Specialists consultative service to employee safety and health at the work site level. Outcome: The EMR demonstrates our success in impacting safety and loss prevention efforts County-wide.

MCC 7.102 and 7.103 establishes the safety and loss prevention program in the County. The Oregon Safe Employment Act, ORS 654, establishes minimum safety standards for employers. Oregon OSHA, as outlined in OAR 437-001-1005 through 1020 and 1050 through 1060, requires each self-insured employer to have a written loss prevention plan for each location and to provide safety and health loss prevention services for each work site.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$768,026	\$0	\$779,672
Contractual Services	\$0	\$320,000	\$0	\$320,438
Materials & Supplies	\$0	\$3,669,000	\$0	\$3,464,890
Internal Services	\$0	\$20,348	\$0	\$0
Total GF/non-GF	\$0	\$4,777,374	\$0	\$4,565,000
Program Total:	\$4,777,374		\$4,56	5,000
Program FTE	0.00	7.00	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,855,126	\$0	\$4,565,000
Total Revenue	\$0	\$4,855,126	\$0	\$4,565,000

## **Explanation of Revenues**

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria are met. Claim processing over payment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Red Cross for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

## Significant Program Changes

Last Year this program was: 72009A FRM Worker's Compensations /Safety & Health



## Program #72010 - FRM Recreation Fund Payment to Metro

4/16/2014

**Department:** County Management **Program Contact:** Mark Campbell

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an intergovernmental agreement(IGA) the County entered into in 1994. The transactions for this program are recorded in the Recreation Fund.

#### **Program Summary**

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources derive from Marine Fuel Tax apportioned to Multnomah County. The expenditures of the fund are pass-through payments to Metro under an IGA the County entered into in 1994.

These funds may be used to operate, administer and maintain the following Metro natural areas and regional facilities that were transferred from Multnomah County in 1994: Mason Hill Park, Sauvie Island Boat Ramp, Multnomah Channel Park, Bybee-Howell House and Park, Belle View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillipi Property and the Expo Center. Each of these sites offers a different recreational benefit for all citizens.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Payment Remitted in a Timely Manner	1	1	1	1		
Outcome		0	0	0	0		

## **Performance Measures Descriptions**

Under state law marine fuel taxes are allocated to counties based on the number of boat registrations and miles of waterway within the County. These revenues are turned over to METRO under terms of an IGA that transferred Multnomah County parks to METRO.

Measurement Key: 1 - Yes; 0 - No

Pass-through payment under terms of the IGA that transferred parks from the County to METRO.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$100,000	\$0	\$100,000
Internal Services	\$0	\$2,160	\$0	\$2,340
Total GF/non-GF	\$0	\$102,160	\$0	\$102,340
Program Total:	\$102,160		\$102	2,340
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$102,160	\$0	\$102,340
Total Revenue	\$0	\$102,160	\$0	\$102,340

## **Explanation of Revenues**

Revenues represent Multnomah County's share of state Marine Fuel Tax.

# **Significant Program Changes**

Last Year this program was: 72010 FRM Recreation Fund Payment to Metro



#### Program #72016A - Central HR Administration

4/16/2014

**Department:** County Management **Program Contact:** Travis Graves

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient, and cost effective HR practices across the County organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Talent Development; Employee Benefits and Wellness; Privacy Officer Program and the Unemployment Insurance Program.

#### **Program Summary**

Central HR Administration sets direction, determines policy, develops process structures, and builds relationships to develop and sustain a diverse, talented workforce necessary to achieve results across the organization. Central HR Administration focuses on facilitating communication linkages, ensuring stakeholder input and engaging in collaborative problem resolution to achieve results. The HR Director is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness. Central HR administration oversees countywide program integration and performance measurement; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements. Additionally, the Privacy Officer program provides countywide accountability for HIPAA and Privacy Rule compliance to ensure that county operations and services safeguard the privacy of employee and client protected health information.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of countywide job applications in the Neogov applicant tracking system.	25,654	25,000	26,000	26,000			
Outcome	Percentage of new employees completing countywide Basic Privacy training.	N/A	100%	41%	100%			

#### **Performance Measures Descriptions**

Output: The number of countywide job applications measures the number of applicants interested in county employment. Outcome:Training is a key component to Privacy Rule compliance and the County's ability to mitigate Privacy Rule violations. Privacy training is incorporated into countywide e-learning for all new employees. Countywide privacy training is in addition to currently delivered department-based training. FY14 is the pilot year for the newly implemented privacy training system.

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$561,617	\$144,957	\$572,328	\$155,962
Contractual Services	\$99,005	\$30,675	\$99,005	\$5,000
Materials & Supplies	\$30,950	\$17,842	\$62,530	\$19,840
Internal Services	\$448,345	\$28,500	\$643,245	\$0
Total GF/non-GF	\$1,139,917	\$221,974	\$1,377,108	\$180,802
Program Total:	\$1,361,891		\$1,55	7,910
Program FTE	3.63	1.00	3.63	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$221,974	\$0	\$180,802
Total Revenue	\$0	\$221,974	\$0	\$180,802

## **Explanation of Revenues**

This offer is supported by County General Fund and the Risk Fund

# Significant Program Changes

Last Year this program was: 72016 Central HR Administration



#### Program #72017 - Central HR Services

4/16/2014

**Department:** County Management **Program Contact:** Travis Graves

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Central Human Resources, including Classification and Compensation and Talent Development teams, provides systems and tools to attract, train, and retain a diverse, highly qualified workforce. Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Talent Development coordinates training for employees, provides management/ supervisory coaching, partners with the Office of Diversity and Equity on implementing the Equity and Empowerment Lens and leads organizational development activities.

## **Program Summary**

Central HR Services implements strategies to address key components of the countywide Human Resources Strategic Plan. That plan aims to attract and select diverse, high-performing employees; establish employee retention strategies that support the organization's job market competitiveness; implement programs to strengthen skills and build knowledge necessary for an effective, culturally competent workforce; and formalize an employee performance management system that fosters individual growth and accountability, aligning performance goals with business requirements.

Classification and Compensation provides the pay and job classification frameworks that facilitate external competitiveness, ensure internal equity, promote employee retention and support career growth. The team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed. It also researches labor market pay range data for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Talent Development provides or coordinates all countywide training classes including: employee, management and supervisory skill development, including the Multnomah Leadership Academy; diversity awareness and skills building; partnering with the Office of Diversity and Equity for the countywide implementation of the Equity and Empowerment Lens; technology training; and quality improvement activities (such as strategic planning and LEAN/Six Sigma).

Talent Development develops training options by using data from employees' needs surveys, consulting with senior leadership, aligning with key trends and best practices in training and organizational development and responding to urgent emerging needs. This comprehensive system is essential to create a thriving learning organization, build opportunities for professional growth and support the achievement of organizational program goals.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Equity Facilitators trained to implement the Equity and Empowerment Lens	19	15	100	50		
Outcome	Percent of total positions reclassed, revised, updated.	16.9%	12.7%	10.2%	15.2%		
Output	Number of Countywide training class attendees.	4148	4500	4500	4500		

## **Performance Measures Descriptions**

Output: Employees are trained to facilitate the E&E Lens, broadening the impact of this tool countywide. FY14 estimate is higher than FY15 offer due to the end of a limited duration position resulting in a reduction in capacity for FY15. Outcome: Positions studied, re-classed, revised, or updated as a result of classification or compensation review indicates better alignment to job market factors; technology changes, regulatory requirements and the inability to fill vacancies and/or impact on essential public services. Output: The number of employees taking Talent Development sponsored training.

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,371,770	\$0	\$1,404,775	\$0
Contractual Services	\$182,720	\$0	\$127,652	\$0
Materials & Supplies	\$35,089	\$0	\$63,700	\$0
Total GF/non-GF	\$1,589,579	\$0	\$1,596,127	\$0
Program Total:	\$1,589,579		\$1,59	6,127
Program FTE	10.60	0.00	10.60	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: 72017A Central HR Services



#### Program #72018 - Central HR Labor Relations

4/16/2014

Department:County ManagementProgram Contact:Travis GravesProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Labor Relations provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with the business needs of the County. This program manages 11 labor contracts, representing 85% of the County workforce.

#### **Program Summary**

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during previous negotiations to achieve staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload, it does better support Labor Relations and department management staff to focus and prepare for each labor agreement.

Forums such as Employee Relations Committee and Employee Benefits Advisory Team along with tools such as negotiated memorandum create the foundation of open communication, clear and accessible decision making and collaborative problem solving needed to achieve uniform labor/management practices throughout the County. Labor Relations:

- Leads collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation.
- Guides development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees.
- Ensures consistent application and enforcement of collective bargaining agreements, work rules, grievance and discipline policies.
- Provides internal expertise for dispute resolution, grievance handling, and cooperative problem-solving.
- Maintains and develop personnel rules and administers the county's drug and alcohol testing process.
- Coordinates countywide layoff activities and the merit council appeals process.
- Manages the Unemployment Claims process; and
- Ensures compliance with federal, state, local laws, rules, regulations and labor agreements, and communicates, trains and coaches supervisors, managers and department human resources units on these requirements

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Labor disputes.	102	170	120	120		
Outcome	Percentage of labor disputes settled collaboratively.	96%	90%	92%	93%		

#### **Performance Measures Descriptions**

Output and Outcome: Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. Resolving labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. Arbitration can be costly and result in a binding decision that is not in the county's best interest. Purchase for FY14 was high compared to estimate, as disputes fluctuate on a number of factors both within and outside the County's control.

Eleven labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$778,572	\$43,767	\$784,566	\$44,838
Contractual Services	\$22,540	\$0	\$17,540	\$0
Materials & Supplies	\$13,350	\$0	\$18,350	\$0
Internal Services	\$159,594	\$188,909	\$0	\$56,882
Total GF/non-GF	\$974,056	\$232,676	\$820,456	\$101,720
Program Total:	\$1,20	\$1,206,732		2,176
Program FTE	5.60	0.25	5.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$50,892	\$0	\$101,720
Total Revenue	\$0	\$50,892	\$0	\$101,720

## **Explanation of Revenues**

This offer is supported primarily by County General Fund with 0.25 FTE Labor Relations Manager supported by the Risk Fund.

# Significant Program Changes

Last Year this program was: 72018 Central HR Labor Relations



## Program #72019 - Central HR Unemployment

4/16/2014

**Department:** County Management **Program Contact:** Travis Graves

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income that employees lose when they become unemployed.

#### **Program Summary**

The Unemployment Insurance Program ensures eligible workers secure financial assistance. The program provides accurate and timely monitoring and reporting, and participates in all hearings to decrease costs and liability due to fraudulent claims. A benefits claim decision will typically favor the applicant if reports are late, data is inaccurate or an employer fails to respond to requested clarification.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of employee claims.	766	525	510	560			
Outcome	Percentage of claim appeals found in the County's favor.	74%	66%	80%	68%			
Output	Number of appeals.	27	18	10	22			

#### **Performance Measures Descriptions**

Outputs and Outcomes: It is the County's goal to support maximum unemployment benefit claims for eligible applicants and minimize fraudulent claims. A higher percentage of claims appealed and subsequently found in the County's favor means a lower expense and lower risk to the County.

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010, Federal Unemployment Act Social Security Act.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$27,501	\$0	\$28,176
Materials & Supplies	\$0	\$1,521,475	\$0	\$792,244
Total GF/non-GF	\$0	\$1,548,976	\$0	\$820,420
Program Total:	\$1,548,976		\$820,420	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,553,251	\$0	\$820,420
Total Revenue	\$0	\$1,553,251	\$0	\$820,420

## **Explanation of Revenues**

Unemployment claims are funded by assessing a rate based on 0.25% of monthly payroll for each department.

## Significant Program Changes

Last Year this program was: 72019 Central HR Unemployment



## Program #72020 - Central HR Employee Benefits

4/16/2014

**Department:** County Management **Program Contact:** Travis Graves

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Employee Benefits and Wellness Program provides comprehensive health plan coverage, life insurance options and disability benefits for over 10,000 eligible individuals, including employees, their spouse or domestic partner, dependent children and retirees. The program also includes a Wellness component, which promotes and supports a healthier workforce, retirees and their family members by providing a wide variety of affordable activities and services addressing proper nutrition, weight control, fitness and stress management.

#### **Program Summary**

Internal administration of the Benefit Programs supports the County's unique business and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the County remains compliant with labor contracts, federal, state and local laws and mandates.

The Benefits Program consults and coordinates with all County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produce user friendly benefit communication/educational materials, and act as an effective liaison between employees and benefit providers to facilitate problem resolution. The program works closely with County labor and management to structure benefit components that provide desirable benefit options within budgetary constraints.

Wellness programs can contribute to a reduction in employee absenteeism, lower health plan costs, enhanced employee retention and increased employee morale and productivity. Program offerings can be tailored to address the specific health needs of our population as targeted by health plan statistics: weight reduction, stress management, women's health, and cardiovascular health. The program offers a broad range of services to employees including regular wellness campaigns, convenient access to commercial grade fitness equipment, affordable on-site fitness classes tailored to work schedules, a library of wellness related subject matter and incentives program for weight loss.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Medical plan annual member count	11,801	12,600	12,000	12,000	
Outcome	Participation in County Wellness Campaigns			1,451	2,000	
Efficiency	County's monthly per employee benefit cost (increase)	4.5%	4.5%	0%	0%	

## **Performance Measures Descriptions**

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, COBRA participants and dependents from all. The FY member count reflects prior year enrollment. Outcome: Reports number of individual participating in County Wellness Campaigns, these began in 2013. Efficiency: Actual dollar costs per FTE FY 2012 \$1,128, FY 2013 \$1,179, FY 2014 \$1,179. Four-year national average increase has been 5.65%.

County labor contracts contain benefit mandates for active and retired members. Benefits are governed by a variety of federal/state/local laws and agencies, including Internal Revenue Service (IRS), Dept of Labor (DOL), Dept of Health and Human Services (HHS), COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, Genetic Information Nondiscrimination Act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), CHIP, as well as civil rights and EEO laws. Labor contracts require transit pass be provided by employer. OAR Chapter 340, Div 242 requires employers to provide commute options to achieve and maintain a reduced auto trip rate. To meet this requirement, County assists DEQ with their bi-annual survey to determine current commute methods, then follows DEQ approved plan to meet target reductions.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,555,238	\$0	\$2,661,132
Contractual Services	\$0	\$1,272,000	\$0	\$1,305,149
Materials & Supplies	\$0	\$81,332,458	\$0	\$82,693,060
Internal Services	\$0	\$160,015	\$0	\$352,972
Total GF/non-GF	\$0	\$84,319,711	\$0	\$87,012,313
Program Total:	\$84,319,711		\$87,012,313	
Program FTE	0.00	13.37	0.00	13.37

Program Revenues					
Other / Miscellaneous	\$0	\$84,455,220	\$0	\$86,970,313	
Service Charges	\$0	\$42,000	\$0	\$42,000	
Total Revenue	\$0	\$84,497,220	\$0	\$87,012,313	

## **Explanation of Revenues**

Sources of revenue are: departmental contributions for health plan coverage, benefit administration charge (1.00% of gross payroll), employee payroll deductions (both pre and post tax) for benefit plan participation, premium payments from retirees and COBRA participants, operational refunds/rebates/performance guarantee penalties from vendors, tax credits due to Federal and State subsidies, revenues from parking garage fees (applied to Wellness program only), fees paid by Wellness program participants. Revenues collected under 705210 pay for expenses recorded under 705200, 705211, 705212, 705213, 705214, 705215, 705216, 705217, 705218, 705230, 705240, 705245.

#### Significant Program Changes

Last Year this program was: 72020 Central HR Employee Benefits



#### Program #72021A - Network of Child Care for County Employees

4/16/2014

**Department:** County Management **Program Contact:** Travis Graves

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program offer requests \$120,000 of General Fund to establish and maintain a network of child care providers for Multnomah County Employees. The network of providers will offer discounted rates and priority access for up to 180 children of County employees at up to 15 child care centers.

#### **Program Summary**

Child care for working parents provides support to both families and employers. According to a national study of employers, availability of quality child care improves productivity and reduces absenteeism and turnover. Access to high-quality child care also affects child development.

A 2013 national study found that Oregon has the least affordable child care in the country. In a survey issued in late 2013, many County employees reported a desire for affordable, high-quality child care near their work sites, and expressed interest in Multnomah County-sponsored child care facilities. For these reasons, Multnomah County seeks to provide child care support to County employees.

With this program offer, Multnomah County would enter into agreements with multiple child care centers around the city to provide discounted rates and priority access for children of County employees. Providers may include both center-based and certified in-home child care. Funding will be used for two purposes:

- a) Management and maintenance of the network of up to 15 child care providers,
- b) Incentives and stipends paid to child care providers in exchange for discounted rates and priority access for children of County employees.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of employee referrals that are able to access care through the network.	0	0	0	60%		
Outcome	Percent of participating parents satisfied with the quality of child care received through the network.	0	0	0	100%		
Output	Number of children enrolled in the Multnomah County Child Care Network	0	0	0	100		

#### **Performance Measures Descriptions**

<sup>&</sup>quot;Employee Referrals" is defined as: employees who contact Central Human Resources and request assistance placing one or more children in child care through the Multnomah County Child Care Network.

<sup>&</sup>quot;Participating parents" are those employees with children receiving child care through the Multnomah County Child Care network.

Because participation would confer an indirect financial benefit to employees, the County will need to negotiate labor representatives' approval of respective bargaining units' membership eligibility. Central HR does not foresee barriers to securing agreement.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$120,000	\$0
Total GF/non-GF	\$0	\$0	\$120,000	\$0
Program Total:	\$0		\$120	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

\$120,000 General Fund

In FY 2016, this program would be funded by adjusting the personnel rates charged to departments. Departments would receive a minor increase in their General Fund Contingency to cover the higher cost. For reference, the current program offer cost would represent a .03% adjustment to the FY 15 base wage.

#### Significant Program Changes

Last Year this program was:



#### Program #72021B - Multnomah County Child Care Expansion: Tuition Discount

4/16/2014

**Department:** County Management **Program Contact:** Travis Graves

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program offer requests \$210,000 of General Fund to provide discounted child care to County employees. With this funding, the County will pay a percentage (estimated at 10%) of tuition for up to 180 children placed in the Multnomah County Child Care Network established by Program Offer 72021A-15. The payment will go directly to providers in the network as tuition for the children of participating County employees. This discount will allow Multnomah County employees to access high-quality child care at a more affordable rate.

#### **Program Summary**

Child care for working parents provides support to both families and employers. According to a national study of employers, availability of quality child care improves productivity and reduces absenteeism and turnover. Access to high-quality child care also affects child development.

A 2013 national study found that Oregon has the least affordable child care in the country. In a survey issued in late 2013, many County employees reported a desire for affordable, high-quality child care near their work sites, and expressed interest in Multnomah County-sponsored child care facilities. For these reasons, Multnomah County seeks to provide child care support to County employees.

This program offer pays for a tuition discount for County employees who place their children in the Multnomah County Childcare Network established in program offer 72021-15A. With this funding, the County will pay a percentage (estimated at 10%) of tuition for employees who place their children in the Multnomah County Child Care Network (up to 180 children). The payment will go directly to providers in the network as tuition for the children of County employees. This discount will allow Multnomah County employees to access high-quality child care at a more affordable rate.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of employee referrals that are able to access care through the network.	0	0	0	65%		
Outcome	Percent of participating parents satisfied with the quality of child care received through the network.	0	0	0	100%		
Output	Number of children enrolled in the Multnomah County Child Care Network	0	0	0	125		

#### **Performance Measures Descriptions**

<sup>&</sup>quot;Employee Referrals" is defined as: employees who contact Central Human Resources and request assistance placing one or more children in child care through the Multnomah County Child Care Network.

<sup>&</sup>quot;Participating parents" are those employees with children receiving child care through the Multnomah County Child Care network.

Because participation would confer an indirect financial benefit to employees, the County will need to negotiate labor representatives' approval of respective bargaining units' membership eligibility. Central HR does not foresee barriers to securing agreement.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$210,000	\$0
Total GF/non-GF	\$0	\$0	\$210,000	\$0
Program Total:	\$0		\$210	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

\$210,000 General Fund

In FY 2016, this program would be funded by adjusting the personnel rates charged to departments. Departments would receive a minor increase in their General Fund Contingency to cover the higher cost. For reference, the current program offer cost would represent a .08% adjustment to the FY 15 base wage.

## Significant Program Changes

Last Year this program was:



#### Program #72023 - Div of Assessment, Recording & Taxation Administration

4/16/2014

Department: County Management Program Contact: Randy Walruff

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

DART Administration plans, directs, coordinates and provides leadership for operations and activities of the County's Division of Assessment, Recording and Taxation; performs state mandated functions of the Assessor, Tax Collector, and certain County Clerk functions; monitors activities for statutory compliance; establishes effective implementation of policies, strategic direction, program evaluation, and process/technology improvements; provides financial and tactical resource planning and employee development and performance management.

#### **Program Summary**

DART Administration performs the duties of the County Assessor including property valuation and assessment, property tax rate/levy calculation, certifying the property tax roll for collection, ownership and records management, and mapping; is responsible for maintaining Real Market Value on over 341,000 real and personal property accounts, and capturing and calculating Measure 50 "exception value" defined as new construction, renovation or remodeling, which increases total Assessed Value of taxing districts. DART Administration performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.4 billion in property taxes; and the County Clerk functions of document recording, marriage licenses and domestic partnership registrations, and administration of the Board of Property Tax Appeals.

DART Administration plans, directs and coordinates the operations and activities of Multnomah County's Division of Assessment, Recording and Taxation. Administration is responsible for: strategic direction and tactical planning; policy development and implementation; financial planning and budget development; employee development, training, succession planning and performance management; continuity of operations planning; technology and information systems which includes a new Assessment and Taxation System; quality control, program measurement and evaluation and process improvements; administrative support, and internal/external communications, including the news media, and oversight of over 500,000 customer service interactions annually.

DART Administration supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes and Oregon Dept of Revenue Administrative Rules, monitors division activities and processes for statutory compliance, and submits annually required compliance reports to the Oregon Dept of Revenue. This Program ensures the collection of property taxes in a timely manner that is fair & equitable to all taxpayers and maintains accurate, accessible property ownership records and property descriptions that are used in the production of county property tax maps. The Program provides quality customer service to taxpayers. DART has taken steps toward achieving CAP Item #18-8 Local Government Operations, by increasing use of e-files and e-business, and participation in waste recycling efforts, leading to an overall reduction in paper use and paper waste and contributing to a reduced facilities footprint.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Total Number of Property Tax Accounts Administered	340,436	341,000	340,940	341,000	
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%	
Efficiency	Administrative Costs as a Percent of Actual Expenditures	7.4%	5.0%	5.0%	5.5%	
Efficiency	Cost of Collection per Account (in Dollars)	\$3.77	\$3.59	\$3.56	\$4.00	

#### **Performance Measures Descriptions**

The percent of required compliance reports received and accepted by the Dept of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to maintain administrative costs at 5-6% of total DART operating program expenditures. The cost of collection per account will fluctuate depending on costs of collection activities and the number of accounts.

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize the grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$802,579	\$0	\$913,167	\$0
Contractual Services	\$2,000	\$0	\$5,872	\$0
Materials & Supplies	\$157,901	\$0	\$161,985	\$0
Internal Services	\$102,607	\$0	\$122,168	\$0
Total GF/non-GF	\$1,065,087	\$0	\$1,203,192	\$0
Program Total:	\$1,065,087		\$1,20	3,192
Program FTE	5.00	0.00	6.00	0.00

Program Revenues					
Fees, Permits & Charges	\$85,000	\$0	\$76,000	\$0	
Intergovernmental	\$165,110	\$0	\$200,241	\$0	
Service Charges	\$8,500	\$0	\$0	\$0	
Total Revenue	\$258,610	\$0	\$276,241	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of program expenditures. Grant amounts can vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total share of CAFFA is estimated at \$4,029,000 for FY15, with \$200,241 allocated to DART Administration Program. General Fund Revenue of \$76,000 is from a portion of the document recording fee for County Assessment and Taxation Programs (5% of the \$10 per document fee) and is for the maintenance of county property tax systems. The document recording fee may vary annually based upon economic factors affecting the real estate market and the number of documents recorded. (Note: The balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the Oregon Dept of Revenue for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

#### **Significant Program Changes**

Last Year this program was: 72023 Div of Assessment, Recording & Taxation Admi

DART Administration Program includes the addition of a new position (1.00 FTE) for a DART Deputy Director. This change was made utilizing existing budgeted funds, by converting temporary staffing resources to a new permanent position.



#### Program #72024 - DART Customer Service

4/16/2014

Department: County Management Program Contact: Gary Bartholomew

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program is the first primary point of contact for DART customers at the public counter, through the organization's incoming phone system, by email and via online chat.

#### **Program Summary**

The Customer Service program responds to approximately 90,000 inquiries and 40,000 walk-in customers annually (which includes approximately 28,000 reported in the County Clerk Function Program Offer). Staff process tax payments, sell copies of records and provide general information on behalf of the organization. Property owners, taxpayers and citizens in general have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Staff spend several hours each year training with other sections throughout the organization, as well as gaining knowledge by reading a variety of relevant informational materials. Customer Service staff also assist the Tax Revenue Management Program by processing approximately 11,000 over-the-counter tax payments totaling approximately \$50 million dollars annually. The Customer Service office, Recording office and Public Research Room were integrated in 2012 thereby improving efficiency and quality of service delivery. Additional improvements from technology updates included an electronic customer queuing system, an online chat tool and an online marriage application. Further improvements are expected from a new assessment and taxation system scheduled for the future.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of counter transactions	39,424	37,000	38,000	40,000	
Outcome	Average number of transactions per cashier	4,150	3,800	3,800	3,800	
Output	Number of phone calls received and answered	74,702	85,000	75,000	80,000	
Outcome	Average number of phone calls per operator	6,791	6,500	6,000	6,000	

#### **Performance Measures Descriptions**

"Number of counter transactions" includes both computer-generated statistics from the operating systems used in Customer Service and statistics from staff production reports. The system tracks revenue generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and copies of various records. Staff production reports track routine, non-payment transactions. An additional 10% was added to the production report statistics for transactions that may not have been tracked.

Oregon Revised Statutes(ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310, 311, 312 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property taxation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$750,465	\$0	\$744,330	\$0
Materials & Supplies	\$16,744	\$0	\$17,021	\$0
Internal Services	\$218,957	\$0	\$243,827	\$0
Total GF/non-GF	\$986,166	\$0	\$1,005,178	\$0
Program Total:	\$986,166		\$1,00	5,178
Program FTE	9.30	0.00	9.30	0.00

Program Revenues					
Intergovernmental	\$306,520	\$0	\$310,636	\$0	
Total Revenue	\$306,520	\$0	\$310,636	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$310,636 allocated to DART Customer Service Program. Remaining Customer Service Program support is provided by General Fund revenues.

#### Significant Program Changes

Last Year this program was: 72024 DART Customer Service



## Program #72025A - DART County Clerk Functions

4/16/2014

**Department:** County Management **Program Contact:** Gary Bartholomew

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property value. The Board makes decisions to reduce property values or waive personal property late filing fees based on evidence provided by the taxpayer.

#### **Program Summary**

Recording is the process of registering legal documents, thus making them a matter of public record. These documents are primarily related to real property transactions. The recording process requires staff to review every document for statutory compliance. The processes for Recording, Marriage Licenses, Domestic Partnership Registrations and Passport Applications include the collection of statutory fees. With the exception of Passport Applications, the creation and maintenance of general indexes and production of microfilm preserved for permanent retention is a statutory requirement.

For FY 2013, 178,493 documents were recorded, 6,192 Marriage Licenses were processed, 402 Domestic Partnership Registrations were issued and 3,844 Passport Applications were accepted. Last year 1,346 BoPTA appeals were processed. All areas within the County Clerk Functions program provide direct customer service by responding to telephone, chat and email inquiries and walk-in customers. The Recording staff assist approximately 15,000 customers at the counter annually and responds to an estimated 15,000 inquiries. The Marriage License and Domestic Partnership staff assist approximately 28,000 customers at the counter annually and respond to a high volume of inquiries that are reported within the Customer Service total of approximately 90,000 annually.

This program also makes available records for customer use. Electronic recording functionality was installed in 2012 and additional service providers were added in 2013, thereby improving efficiency and customer service. The Recording Office, Customer Service Office and Public Research Room were integrated in 2012 which improved efficiency and quality of service delivery. Additional improvements from technology updates included an electronic customer queuing system, an online chat tool and an upgraded customer PC menu and services. In 2013 records were digitized and a new search engine for PC's used by customers was installed.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Marriage Licenses Issued	6,192	6,300	6,300	6,400		
Outcome	Number of Accurately Processed Licenses	6,179	6,200	6,280	6,380		
Output	Number of Documents Recorded	178,493	175,000	175,000	175,000		
Outcome	Average Number of Business Days to Return Original Recorded Documents	4	5	5	5		

#### **Performance Measures Descriptions**

The "Number of Accurately Processed Licenses" is the number of licenses which the State of Oregon (Office of Vital Statistics) reviewed and found to be 100% accurate. The remaining licenses were returned to the county by the state for minor corrections. The "Average Number of Business Days to Return Original Recorded Documents" is a measure of compliance with the statutory requirement that documents be returned within 10 business days.

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. Multnomah County Ordinance 948 authorizes couples to voluntary register as domestic partners. Additional statutes pertaining to this program are found in ORS 106, 107,409,432 (marriage/state domestic partnerships); ORS 86, 87, 93, 100 (requirements for recording); and ORS 306 and 309 (Board of Property Tax Appeals). Guidelines for the acceptance of Passports are set by the US Department of State. Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the Dept of Revenue determines the acceptable level of assessment and taxation staffing; DART is already at the minimally acceptable level to perform their functions. Any reduction to the BoPTA portion of this Program may jeopardize the grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$967,138	\$0	\$1,005,990	\$0
Contractual Services	\$87,175	\$0	\$86,650	\$0
Materials & Supplies	\$90,850	\$0	\$107,918	\$0
Internal Services	\$272,319	\$0	\$258,636	\$0
Total GF/non-GF	\$1,417,482	\$0	\$1,459,194	\$0
Program Total:	\$1,417,482		\$1,45	9,194
Program FTE	12.00	0.00	12.00	0.00

Program Revenues					
Fees, Permits & Charges	\$5,035,750	\$0	\$4,367,000	\$0	
Intergovernmental	\$39,500	\$0	\$39,887	\$0	
Other / Miscellaneous	\$50,000	\$0	\$50,000	\$0	
Total Revenue	\$5,125,250	\$0	\$4,456,887	\$0	

#### **Explanation of Revenues**

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence fund, and \$10 to Court Conciliation Services. Estimated Fees for marriage licenses, domestic partnerships, marriage record copies, amendments to marriage and DP records, and waivers of 3-day waiting period for a marriage license are \$260,000. Passport fees for acceptance of applications (\$25) and photos (\$10) are estimated at \$150,000. Document Recording page fees retained by the County General Fund are estimated at \$3,780,000. Estimated fees for Recording record copies are \$50,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account are credited to the County Clerk Fund for purposes described in ORS 205.320(18) are projected to be \$141,000. Estimated fees for filing a Board of Property Tax (BoPTA) Appeal (\$30/account) are \$36,000. County Assessment Function Funding Assistance (CAFFA) Grant allocated to BoPTA is \$39,887.

#### **Significant Program Changes**

Last Year this program was: 72025A DART County Clerk Functions



#### Program #72025B - DART County Clerk Carryover

**Program Contact: Gary Bartholomew**  4/16/2014

County Management **Department:** 

**Program Offer Type:** Program Offer Stage: As Proposed Existing Operating Program

**Related Programs:** 

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

The County Clerk scaled offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund. A portion of fees on recorded documents is dedicated for the County Clerks pursuant to Oregon Revised Statute 205.320(18), to acquire storage and retrieval systems and maintain and restore records as authorized by the County Clerk. Carryover funds will be used for services to continue conversion of historical recorded documents and other county clerk records to digital format for a Digital Research Room, and to maintain county clerk records & systems.

#### **Program Summary**

The County Clerk Functions Program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from tax payers who disagree with their property values or waive personal property late filing fees based on evidence provided by the taxpayer.

The County Clerk Carryover Program for FY15 will achieve the digitization of a large portion of the County Clerk historical records that are currently in microfiche and microfilm format, as well as some hard copy records, in addition to providing for maintenance of existing county clerk records and systems. In the past, these records have been available to the public in DART's public research room via microfilm and microfiche. Records from 2007 forward have been available electronically at public access terminals on site, via the County Clerk Recording system. The digitization of historical records in FY15 continues an ongoing records digitization project. By converting records to digital/electronic format, the County is positioned to no longer rely upon antiquated microfilm and microfiche equipment, and to provide for optimal space utilization.

The Program aligns with DART's strategic business plan to provide public access to County Clerk records through the consolidated Customer Service Office, providing public records in an accessible electronic format via a new Digital Research Room implemented during FY14. This comprehensive approach provides improved and efficient service delivery for access to public records. The scaled Program Offer utilizes unspent restricted revenues dedicated for the County Clerk that reside within the County General Fund, to continue digitization of County Clerk records, services related to the new Digital Research Room and maintenance of County Clerk records and systems.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of digital records converted and uploaded to Digital Research Room	1.8 Million	0	2.9 Million	1.6 Million			
Outcome		0	0	0	0			

#### **Performance Measures Descriptions**

The number of digital records converted and uploaded to the Digital Research Room is a new measure. Digital images include both record index images and recorded document images. Initial conversion and upload completed in FY2013 included 1.8 million index and document images for 1994 to 2001 records. Estimated digital images for current year FY14 represent records for 1965 through 1993. Digital images uploads for years prior to 1965 are anticipated for FY15 and forward.

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. ORS 205.320(18) requires that a portion of the document recording fees be dedicated to a County Clerk Fund established by the County governing body, for the purpose of acquiring records storage and retrieval systems, and maintaining and restoring records as authorized by the County Clerk.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$17,569	\$0	\$168,450	\$0
Contractual Services	\$324,083	\$0	\$57,550	\$0
Materials & Supplies	\$11,348	\$0	\$0	\$0
Capital Outlay	\$8,000	\$0	\$0	\$0
Total GF/non-GF	\$361,000	\$0	\$226,000	\$0
Program Total:	\$361,000		\$226	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Beginning Working Capital	\$361,000	\$0	\$226,000	\$0	
Total Revenue	\$361,000	\$0	\$226,000	\$0	

## **Explanation of Revenues**

The carryover revenue in this Program, in the amount of \$226,000 represents unspent "restricted revenues", and is a portion of recording fees dedicated to the County Clerk that reside in the general fund. Under GASB #54, these funds are restricted for purposes described in Oregon Revised Statute 205.320(18).

# Significant Program Changes

Last Year this program was: 72025B DART County Clerk



#### Program #72026 - DART Ownership

4/16/2014

**Department:** County Management **Program Contact:** Gary Bartholomew

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The DART Ownership Program is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program verifies the documentation and ensures that the documentation is acceptable for ownership transfers to take place. The Ownership Program maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm. Program staff interact with the public and internal staff, both on the phones and at the public counter.

#### **Program Summary**

The Ownership Program, within the Division of Assessment Recording and Taxation (DART), updates and maintains the ownership and property description for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Accurate ownership information is essential to other DART programs in ensuring that various notices and tax statements are sent to the correct party. This information is also used for the production of county maps. Property sales are utilized by the Valuation Section in the process of updating property values. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. Developed databases enable related work units to access shared data, thereby reducing transfer time and the need for paper records. A new assessment and taxation system scheduled to go live eventually is expected to further increase efficiencies.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Ownership Changes Processed	30,912	27,000	27,000	27,000		
Outcome	Average Number of Days to Complete Ownership Changes	4	2	2	2		

# **Performance Measures Descriptions**

The "Number of Ownership Changes Processed" is a combination of ownership changes processed from actual recorded deeds and ownership changes transferred with unrecorded documents (approximately 5% of transfers are from unrecorded documentation). The "Average Number of Days to Complete Ownership Changes" is tracked manually by staff by logging both the date the work is begun and the date of completion. Those numbers are then combined and divided by the actual number of working days in the fiscal year.

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205,222,308,457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$333,342	\$0	\$333,029	\$0
Contractual Services	\$1,474	\$0	\$1,474	\$0
Materials & Supplies	\$2,686	\$0	\$2,697	\$0
Internal Services	\$77,728	\$0	\$79,848	\$0
Total GF/non-GF	\$415,230	\$0	\$417,048	\$0
Program Total:	\$415,230		\$417	7,048
Program FTE	4.20	0.00	4.20	0.00

Program Revenues					
Intergovernmental	\$138,645	\$0	\$140,209	\$0	
Total Revenue	\$138,645	\$0	\$140,209	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$140,209 allocated to DART Ownership Program. Remaining Ownership Program support is provided by General Fund revenues.

## **Significant Program Changes**

Last Year this program was: 72026 DART Ownership



## Program #72027 - DART Tax Revenue Management

**Program Contact: Gary Bartholomew**  4/16/2014

**Department:** County Management

**Program Offer Type: Existing Operating Program** Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from interest on past due taxes is also accounted for and a portion distributed to the County Assessment and Taxation Fund.

#### **Program Summary**

The Tax Revenue Management Program sends property tax statements, collects current and delinquent real and personal property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts, and performs accounting, auditing and reporting services. The program processes foreclosures, tax roll corrections, bank adjustments, senior and disabled citizen tax deferral applications, and manufactured structure ownership changes. 360,000 tax statements are sent annually and \$1.4 billion in property taxes is levied for collection. Approximately 400,000 payment and accounting transactions are processed annually.

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program continuously monitors service delivery options available for possible enhancements. Tax statement printing costs have been significantly reduced through streamlining and outsourcing. Payment processing hardware and software is currently being replaced and is expected to result in cost savings and efficiencies. Customer use of electronic payment continues to increase. Credit card options and payment by phone have been implemented. Online access to tax statement images has recently been implemented. Roll corrections and issuance of tax refunds are monitored closely to minimize the amount of interest paid on refunds. Legislation (2015) is being proposed for efficiencies and improvements. Delinquencies are monitored closely and addressed effectively. A new assessment and taxation computer system eventually is expected to increase efficiency and customer service.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Property Tax Statements Issued	356,248	365,000	360,000	360,000			
Outcome	Percentage of Current Year Property Taxes Collected	97.3%	97.2%	97.2%	97.2%			
Outcome	Tax Collected Via Electronic Payment (in Dollars)	48,210,556	55,000,000	55,000,000	65,000,000			

#### **Performance Measures Descriptions**

Property Tax Statements Issued each year includes the November, February, May trimesters and the delinquent real property statements.

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of Assessment and Taxation (A&T) staffing. The DOR has determined that the staffing level for DART is already at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue. The County as an agent of the State carries out the functions under ORS 446.566 to ORS 446.646 related to mobile home ownership document transactions and trip permits.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,048,684	\$0	\$1,073,704	\$0
Contractual Services	\$142,925	\$0	\$144,925	\$0
Materials & Supplies	\$61,494	\$0	\$62,376	\$0
Internal Services	\$459,329	\$0	\$474,988	\$0
Total GF/non-GF	\$1,712,432	\$0	\$1,755,993	\$0
Program Total:	\$1,712,432		\$1,75	5,993
Program FTE	11.50	0.00	11.50	0.00

Program Revenues					
Fees, Permits & Charges	\$400,000	\$0	\$400,000	\$0	
Intergovernmental	\$379,595	\$0	\$383,964	\$0	
Other / Miscellaneous	\$3,300	\$0	\$5,500	\$0	
Total Revenue	\$782,895	\$0	\$789,464	\$0	

#### **Explanation of Revenues**

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 25% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share for FY15 is estimated to be \$4,029,000, with \$383,964 allocated to Tax Revenue Management Program. Program revenues of \$405,500 are service fees required by Oregon Revised Statutes and County Fee Ordinance, are based on historical averages, and include foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant and warrant recording fees, manufactured structure ownership transfer fees and trip permit fees, and miscellaneous tax collection and copy fees. The County serves as an agent of the State, and pursuant to an IGA, accepts payment on behalf of the State for mobile home ownership document transactions and trip permits, retaining \$30 per ownership transfer and \$5 per trip permit. Remaining Program support is provided by County General Fund revenue.

#### **Significant Program Changes**

Last Year this program was: 72027 DART Tax Revenue Management



#### Program #72028 - DART GIS / Cartography

4/16/2014

**Department:** County Management **Program Contact:** June Tilgner

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Division of Assessment, Recording and Taxation (DART) GIS / Cartography Program creates and maintains official county maps for property taxation purposes, maintains the base map for the County's Geographic Information System (GIS), maintains property information and property tax roll descriptions, and provides direct customer service to property owners, taxpayers and the community.

#### **Program Summary**

The GIS / Cartography Program maintains up-to-date accessible property descriptions, county property tax maps and GIS. Current ownership and timely created accounts ensure that the correct owner is assessed the correct amount thus ensuring the tax is distributed as equitably as possible.

The program is responsible for maintaining accurate tax maps used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, and partition plats, and describe annexations and County road filings. Program staff develop databases that enable related work units access to shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program which provides a state-wide property tax parcel base map that is digital, publicly accessible and continually maintained. Direct customer service is provided to property owners, taxpayers and the community.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of New Tax Roll Accounts Created	527	500	690	750		
Outcome	Average Number of Changes per FTE	3,840	6,200	3,715	4,000		
Output	Number of Mapping & Tax Roll Changes	50,200	45,000	54,000	20,600		

#### **Performance Measures Descriptions**

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. There has been a significant decrease in the volume since FY 2009 and has continued through FY 2013. The number of Mapping & Tax Roll Changes includes audits and data clean-up activities that have taken place this year; in FY 15 the method for measuring is changed using counts of cartography actions and related tax roll changes.

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227,271, 274,275, 306-308, 312,368, 457, 477,and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that staffing is at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$441,699	\$0	\$453,238	\$0
Contractual Services	\$5,000	\$0	\$1,000	\$0
Materials & Supplies	\$45,530	\$0	\$51,749	\$0
Internal Services	\$77,303	\$0	\$81,491	\$0
Total GF/non-GF	\$569,532	\$0	\$587,478	\$0
Program Total:	\$569,532		\$587	<b>7,478</b>
Program FTE	4.30	0.00	4.30	0.00

Program Revenues					
Intergovernmental	\$137,065	\$0	\$143,432	\$0	
Total Revenue	\$137,065	\$0	\$143,432	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$143,432 allocated to DART GIS & Parcel Management Program. Remaining Program support is provided by General Fund revenues.

## **Significant Program Changes**

Last Year this program was: 72028 DART GIS & Parcel Management

Increased allocation of Program Manager Sr position to this program for FY15. Increase of .15 FTE from FY14 to FY15. See offset changes in Program Offer # 72029-15.



#### Program #72029 - DART Assessment Performance Analysis

4/16/2014

Department:County ManagementProgram Contact:June TilgnerProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The Assessment Performance Analysis Unit, within the Division of Assessment, Recording and Taxation (DART) is responsible for annual adjustments to Real Market Value resulting in assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio Study as required by statute.

#### **Program Summary**

The Assessment Performance Analysis Unit links to DART appraisal and other programs and their contributions. Appraisal Data Analysts analyze sales, trends and other market data used to monitor, maintain and report valuation performance regarding Residential, Commercial, Multi-Family, and Industrial Appraisal Models. The Analysis Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio Study that evaluates and reports the effectiveness of appraisal programs to the Oregon Department of Revenue. The program assists in answering public and media questions about property values, contributing to the public's perception of fairness in assessing and collecting property taxes.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of Projects Maintained	13	13	13	13			
Outcome	Percentage of Residential Neighborhoods with Equity Compliance	93%	90%	90%	90%			

#### **Performance Measures Descriptions**

The output measure called "Number of Projects" refers to the many specific annual studies and reports completed by the team, including the largest: Residential. "Residential Equity Compliance" is a measure developed internally to demonstrate the consistency of values among properties in the same neighborhood as valuation models are adjusted. This self-imposed compliance goal is not designed to achieve an ever higher score but instead to prompt deep analysis of value variances that ensures consistent and accurate adjustments to value.

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$378,486	\$0	\$388,420	\$0
Materials & Supplies	\$14,970	\$0	\$17,279	\$0
Internal Services	\$46,168	\$0	\$49,530	\$0
Total GF/non-GF	\$439,624	\$0	\$455,229	\$0
Program Total:	\$439,624		\$455	5,229
Program FTE	3.30	0.00	3.30	0.00

Program Revenues				
Intergovernmental	\$103,885	\$0	\$109,992	\$0
Total Revenue	\$103,885	\$0	\$109,992	\$0

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$4,029,000 for FY15, with \$109,992 allocated to DART Assessment Performance Analysis Program. Remaining Program support is provided by General Fund revenues.

#### Significant Program Changes

Last Year this program was: 72029 DART Assessment Performance Analysis

Added allocation of .30 FTE of the Chief Appraiser Position to this program for FY15. Removed allocation of .15 FTE of the Manager Sr position from this program for FY15. Overall net increase of .15 FTE from FY14 to FY15 for this program. See offset changes for Chief Appraiser and Manager Sr position allocations in other DART programs.



#### Program #72030 - DART Property Assessment Special Programs

4/16/2014

**Department:** County Management **Program Contact:** Sally Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Special Programs Group (SPG), within the Division of Assessment Recording & Taxation (DART), is responsible for processing applications relating to property tax exemptions or special assessments. Exempt properties are monitored by the program for continued qualification. Additional tax roll responsibilities include creating new tax accounts, processing corrections and verifying correct assessed values. Parcel management responsibilities of Special Programs maintains property information and property tax roll descriptions while providing direct customer service to interested parties.

#### **Program Summary**

SPG ensures that exempt and specially assessed property is valued in accordance with the law, which maximizes property tax revenues to fund County programs. Property taxes account for approximately 65% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on timely processing property descriptions, maintaining ownership and creating new accounts and compliance monitoring of existing exemptions, careful review of new applications, and resolving appeals. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation.

The Special Programs Group (SPG) maintains and processes over 8,000 accounts with special assessments and/or exemptions. Specially assessed properties include farm, forest and historic while exempt accounts include property owned and/or occupied by organizations such as charitable, fraternal, and religious. Leasehold records are monitored to maintain accurate, taxable values on over 800 accounts where non-exempt tenants lease from exempt government agencies. SPG is responsible for approximately 4,800 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. All of these special assessment and exemption programs are mandated by law. In addition, approximately 500 field inspections are performed as part of the program's compliance activities. Staff calculates and redistributes Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG contributes to the process to arrive at the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. This program ensures that exempt and specially assessed property is accurately assessed as required by the Oregon Revised Statutes (ORS). Maintaining accurate market values on all property relates to the bonding capacity and general obligation bond tax rates for taxing districts in the County.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Accounts Reviewed and Processed for Current Tax Roll	8,949	8,000	9,000	9,000		
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$295.6 Mil	\$500 Mil	\$300 Mil	\$300 Mil		
Input	Total Exempt Accounts Monitored	36,647	37,000	36,000	36,000		
Output	Total Number of Accounts Processed for Prior Tax Roll	2,181	3,040	2,200	2,200		

#### **Performance Measures Descriptions**

Oregon Revised Statute (ORS) requires all property to be valued according to market as accurate market values directly relate to the bonding capacity and general obligation bond tax rates for taxing districts. Specific property tax exemptions are allowed by law. Measurements indicate exempt and specially assessed properties are accurately assessed and tax rolls properly maintained.

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,066,310	\$0	\$1,103,039	\$0
Contractual Services	\$0	\$0	\$1,000	\$0
Materials & Supplies	\$18,620	\$0	\$22,875	\$0
Internal Services	\$180,390	\$0	\$190,889	\$0
Total GF/non-GF	\$1,265,320	\$0	\$1,317,803	\$0
Program Total:	\$1,265,320		\$1,31	7,803
Program FTE	11.00	0.00	11.00	0.00

Program Revenues					
Intergovernmental	\$412,380	\$0	\$417,404	\$0	
Total Revenue	\$412,380	\$0	\$417,404	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$417,404 allocated to DART Property Assessment-Special Programs. Remaining Program support is provided by General Fund revenues.

## **Significant Program Changes**

Last Year this program was: 72030 DART Property Assessment Special Programs

Transferred /Allocated .30 FTE of position #704343 to DART Tax Title Program #72038 for FY15 to reflect the portion of staff time expended in support of Tax Foreclosed property management, maintenance and disposition. Net reduction of .30 FTE from FY14 to FY15 for this Program.



#### Program #72031 - DART Personal Property Assessment

4/16/2014

**Department:** County Management **Program Contact:** Rick Teague

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The Personal Property Assessment Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing all taxable Business Personal Property accounts. Personal Property represents 5% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

## **Program Summary**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all taxable Personal Property accounts. Oregon Revised Statutes require annual filings from the 23,000 businesses in the county, comprising more than 34,000 accounts. 30% of those accounts are equipment-leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Appraisers perform field inspections and detailed reviews to identify businesses and properties omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately and fairly as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. The focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Various computer and online tools are used to maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Non-Leased Accounts Processed, Coded and Valued	21,700	21,800	22,500	23,000		
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,280	\$2,290	\$2,317	\$2,350		
Output	Percentage of Accounts with Captured Asset Listings	75%	75%	79%	79%		
Output	Percentage of Accounts Filing Electronically	10%	10%	10%	10%		

#### **Performance Measures Descriptions**

Oregon Revised Statutes require all property appraisals be at 100% of Market Value. Failure to meet standards can result in loss of CAFFA grant revenue and program control. Program measures focus on improving efficiency and technology utilization. We capture annual asset lists from businesses in a database and return them to the business each year for updating. We encourage businesses to file their lists electronically, reducing our costs and improving accuracy.

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T)staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,021,378	\$0	\$1,054,275	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$12,508	\$0	\$12,754	\$0
Internal Services	\$254,343	\$0	\$253,130	\$0
Total GF/non-GF	\$1,298,229	\$0	\$1,330,159	\$0
Program Total:	\$1,298,229		\$1,33	0,159
Program FTE	10.60	0.00	10.60	0.00

Program Revenues					
Intergovernmental	\$353,130	\$0	\$353,746	\$0	
Total Revenue	\$353,130	\$0	\$353,746	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$353,746 allocated to DART Personal Property Assessment Program. Remaining Program support is provided by General Fund revenues.

## **Significant Program Changes**

Last Year this program was: 72031 DART Personal Property Assessment

Removed allocation of Chief Appraiser position for Personal Property Assessment program for FY15. Net reduction of .10 FTE from FY14 to FY15. See offset in Program Offer #72029-15.



#### Program #72032 - DART Property Assessment Industrial

4/16/2014

Department:County ManagementProgram Contact:Rick TeagueProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Property Assessment-Industrial Program, within the Division of Assessment, Recording and Taxation (DART) is responsible for valuing, appraising and/or maintaining all local and state industrial property. Industrial property represents approximately 5% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

#### **Program Summary**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 500 county-responsibility industrial properties and maintenance of 470 accounts appraised by the Oregon Department of Revenue. In addition this program is responsible for maintaining Real Market Value and Maximum Assessed Value on 524 billboard accounts. All industrial property owners are required to file industrial property returns annually. A number of industrial plants are physically inspected and audited every year. Appraisers perform appraisals to defend values under appeal. Industrial properties are high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdictions with interest. Focus is on proper classification of taxable property and resolving value appeals to minimize cost to taxpayers. Use of various computer and online tools maximize appraisal efforts. This program appraises industrial property accurately and fairly as required by the Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County's General Fund revenues. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Industrial Accounts Maintained	937	940	973	980		
Outcome	Assessed Value placed on the Tax Roll (in millions)	\$2,772	\$2,800	\$2,822	\$2,830		
Output	Number of Industrial Sites Reviewed	0	0	10	15		

#### **Performance Measures Descriptions**

Oregon Revised Statutes require property appraisals be at 100% of Market Value each year. Failure to meet standards can result in loss of CAFFA grant revenue and program control. Program measures include state and county responsible industrial sites to better reflect the contribution of this program. We conduct Site Reviews including physical inspections, owner interviews and inventory of machinery and equipment to ensure we have accurate data on which to base our values.

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A& T functions. Any reduction to this program may jeopardize this grant revenue.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$756,906	\$0	\$754,751	\$0
Materials & Supplies	\$24,619	\$0	\$27,514	\$0
Internal Services	\$99,558	\$0	\$104,573	\$0
Total GF/non-GF	\$881,083	\$0	\$886,838	\$0
Program Total:	\$881,083		\$886	5,838
Program FTE	7.40	0.00	7.40	0.00

Program Revenues					
Intergovernmental	\$249,245	\$0	\$246,978	\$0	
Total Revenue	\$249,245	\$0	\$246,978	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$246,978 allocated to DART Property Assessment-Industrial Program. Remaining Program support is from General Fund revenues.

#### Significant Program Changes

Last Year this program was: 72032 DART Property Assessment Industrial

Allocation of Chief Appraiser position was cut from Industrial Appraisal program offer for FY15. Net reduction of .15 FTE from FY14 to FY15. See offset in Program Offer 72029-15. As a budget performance measure, we no longer track the percentage of sites reviewed for transfer to industrial valuation. While that is still a function we perform, a better measure to track is the number of industrial sites we conduct site reviews on each year. During those reviews we physically inspect the sites, verify and update the information we base our values on, interview key staff to increase our knowledge of the industries and their trends and recalculate our values. These site reviews are critical to improving the quality of our industrial values which can result in additional tax revenue. In addition, it increases the knowledge base of our industrial staff making them better advocates for the county with taxpayers and in appeal situations.



#### Program #72033 - DART Commercial Property Appraisal

4/16/2014

**Department:** County Management **Program Contact:** Richard Deich

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, small and large multi-family property. Commercial property represents 19% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

#### **Program Summary**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on about 23,500 commercial and multifamily properties. Staff physically inspects and appraises 700-750 properties annually due to permits having been issued for new construction, remodeling or renovation.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of commercial property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Accounts Appraised	850	700	1300	1300	
Outcome	New Taxable Exception Value in Millions	\$706	\$970	\$725	\$750	
Efficiency	% Automated Recalculation	7.5%	7.6%	20%	20%	
Outcome	% Market Groupings with COD Compliance	71%	85%	85%	85%	

#### **Performance Measures Descriptions**

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application.

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,483,387	\$0	\$1,512,589	\$0
Contractual Services	\$30,500	\$0	\$30,500	\$0
Materials & Supplies	\$74,351	\$0	\$74,003	\$0
Internal Services	\$210,608	\$0	\$218,897	\$0
Total GF/non-GF	\$1,798,846	\$0	\$1,835,989	\$0
Program Total:	\$1,798,846		\$1,83	5,989
Program FTE	14.30	0.00	14.30	0.00

Program Revenues					
Intergovernmental	\$475,185	\$0	\$477,437	\$0	
Total Revenue	\$475,185	\$0	\$477,437	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$477,437 allocated to DART Commercial Appraisal Program. Remaining Program support is provided by General Fund revenues.

## **Significant Program Changes**

Last Year this program was: 72033 DART Commercial Property Appraisal

Allocation of Chief Appraiser position decreased from .40 FTE in FY14 to .30 FTE in FY15, a net decrease of .10 FTE for management support of Commercial Appraisal Program. See offset increase in Program Offer #72029-15.



#### Program #72034 - DART Residential Property Appraisal

4/16/2014

**Department:** County Management **Program Contact:** Leslie CECH

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all residential-use Real Property, residential converted to commercial use, generic commercial use, personal property floating property, and personal property manufactured homes. Residential Property represents 62% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

#### **Program Summary**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 209,600 single family and two-four family properties; 35,500 condominiums; 4,900 manufactured homes; 1,800 floating properties; 2,800 farm/forest deferral properties; and 1,300 business accounts. Staff physically inspects and appraises 8,000 to 9,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 4,000 to 5,000 properties annually discovered through the sales confirmation process as having been significantly improved without apparent issuance of building or trade permits.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Accounts Appraised	16781	15,000	15,000	17,000		
Outcome	New Taxable Exception Value in Millions of Dollars	\$427 Million	\$400 Million	\$400 Million	\$450 Million		
Efficiency	Accounts Appraised per Appraiser	699	700	700	700		
Outcome	% Neighborhood with COD Compliance	93%	98%	98%	98%		

#### **Performance Measures Descriptions**

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application.

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$3,020,693	\$0	\$3,032,131	\$0
Contractual Services	\$10,500	\$0	\$10,500	\$0
Materials & Supplies	\$120,675	\$0	\$125,677	\$0
Internal Services	\$436,263	\$0	\$464,211	\$0
Total GF/non-GF	\$3,588,131	\$0	\$3,632,519	\$0
Program Total:	\$3,588,131		\$3,63	2,519
Program FTE	29.40	0.00	29.40	0.00

Program Revenues					
Intergovernmental	\$968,540	\$0	\$981,464	\$0	
Total Revenue	\$968,540	\$0	\$981,464	\$0	

#### **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$981,464 allocated to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

## **Significant Program Changes**

Last Year this program was: 72034 DART Residential Property Appraisal

Allocation of Chief Appraiser position changed from .35 FTE in FY14 to .40 FTE in FY15, a net increase of .05 FTE from FY14 to FY15 for management support of this Program.



#### Program #72035A - DART Assessment & Taxation System Upgrade

4/16/2014

**Department:** County Management **Program Contact:** June Tilgner

**Program Offer Type:** Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This multi-year system upgrade project was initially approved in the FY 2008 Budget. The Division of Assessment, Recording and Taxation is replacing the outdated Assessment and Taxation system. A request for proposal was published in FY 2008. In FY 2009 were vendor proposal evaluations and selection, with a contract approved at the end of FY 2009. Many milestones were met through FY 2010, FY 2011 and FY 2012. The contract was cancelled in FY 2013 due to missed milestones. In FY 2014 BCC approved new vendor Tyler Technologies under Sole Source Rule 47-0288(1).

#### **Program Summary**

The Division of Assessment, Recording and Taxation (DART) is seeking a system upgrade that features integration among all DART business functions, including GIS, document recording, real property assessment, business personal property assessment, tax collection and tax distribution. The program mission is to improve property assessment and taxation services to the customers and stakeholders of Multnomah County by replacing existing legacy software with current technology that will include, and enhance, integration with other applications. The new software application will substantially reduce systemic gaps and duplication of data that exists in our current environment. The technology will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, and employ an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replacing the current Assessment and Taxation computer application, to achieve greater operation efficiency and revenue enhancement while maintaining or improving accuracy and compliance for A& T business functions; 2) Reduce costs of targeted operations so that human resources can be more productively used; 3) Improve public visibility, accessibility, and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of A&T System Project Milestones Met	0	8	1	0		
Outcome	% of A&T Project Milestones Completed on Time and within Budget	0	100%	100%	0		

#### **Performance Measures Descriptions**

The multi-year project to select and implement a new A&T System has met the following milestones: FY08- Publish RFP; FY09-Eval. Proposals, Select Vendor, Negotiate Contract; FY10-GAP Analysis Start, Design Start, Dev.Start (a), Server/Oracle Installed; FY11-GAP Analysis Finish, Design Finish, Dev.Start (b), Data Migration Start, Integrations Start. In FY13-Vendor contract cancelled. FY14-BCC approved new vendor Tyler Technologies under Sole Source Rule 47-0288 (1). FY14 milestone: Negotiate Contract. FY15 Milestones TBD as part of contract negotiations.

TBD Contract negotiations in process

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$239,140	\$0	\$311,091
Contractual Services	\$0	\$1,624,116	\$0	\$1,900,000
Materials & Supplies	\$0	\$1,578,619	\$0	\$1,588,909
Capital Outlay	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$3,441,875	\$0	\$3,900,000
Program Total:	\$3,441,875		\$3,90	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$3,441,875	\$0	\$3,900,000
Total Revenue	\$0	\$3,441,875	\$0	\$3,900,000

## **Explanation of Revenues**

BWC represents estimated carryover of unspent Fund 2504 project fund balance, and is based upon BWC in FY14, less estimated project expenditures during FY14.

# **Significant Program Changes**

Last Year this program was: 72035 DART Assessment & Taxation System Upgrade



#### Program #72035B - DART Assessment & Taxation System Upgrade

4/16/2014

**Department:** County Management **Program Contact:** June Tilgner

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

This multi-year system upgrade project was initially approved in the FY 2008 Budget. The Division of Assessment, Recording and Taxation is replacing the outdated Assessment and Taxation system. A request for proposal published in FY 2008 resulted in a vendor selection and contract execution. Many milestones were met from FY10 through FY12. The contract was cancelled in FY13 due to missed milestones. In FY14 the Board of Commissioners approved procurement with a new vendor. This scaled program represents additional funding required to complete the project.

#### **Program Summary**

The Division of Assessment, Recording and Taxation (DART) is seeking a system upgrade that features integration among all DART business functions, including GIS, document recording, real property assessment, business personal property assessment, tax collection and tax distribution. The program mission is to improve property assessment and taxation services to the customers and stakeholders of Multnomah County by replacing existing legacy software with current technology that will include, and enhance, integration with other applications. The new software application will substantially reduce systemic gaps and duplication of data that exists in our current environment. The technology will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, and employ an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replacing the current Assessment and Taxation computer application, to achieve greater operation efficiency and revenue enhancement while maintaining or improving accuracy and compliance for A& T business functions; 2) Reduce costs of targeted operations so that human resources can be more productively used; 3) Improve public visibility, accessibility, and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome		0	0	0	0	

#### **Performance Measures Descriptions**

Milestones have yet to be determined for FY15 and are part of the contract negotiations.

TBD Contract Negotiations in process with vendor.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$0	\$1,500,000
Total GF/non-GF	\$0	\$0	\$0	\$1,500,000
Program Total:	\$0		\$1,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,500,000
Total Revenue	\$0	\$0	\$0	\$1,500,000

# **Explanation of Revenues**

General Fund Cash Transfer represents OTO allocations from the Gen Fund for the A&T System Upgrade Project.

# Significant Program Changes

Last Year this program was:



#### Program #72037 - DART Applications Support

4/16/2014

**Department:** County Management **Program Contact:** June Tilgner

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Division of Assessment, Recording & Taxation (DART) Applications Support Program supports the applications used by all of the DART's linked programs. Responsibilities include tax roll calculation and certification, tax statement production, requests for information and data files from both internal and external sources and supporting the DART application users.

#### **Program Summary**

DART's Application Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. As a result the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information and data files from both internal and external sources. The Program manages the working relationship with the application software and hardware vendors, as well as the County Information Technology Division; including consulting on contract formulation and implementation support. The Program answers user questions, resolves problems, and provides advice on the effective use of the DART's business application systems.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Requests & Support Activities Completed	2,740	3,500	4,400	3,500		
Outcome	% of Requests Associated with Program Revenue	4.0%	4.0%	5.0%	4.0%		

#### **Performance Measures Descriptions**

The Number of Requests & Support Activities measures an Activity representing a single request or contact, even if that request is for 5 data files to be created and sent to the client. The percent of Requests Associated with Program Revenue is also a new measure, indicating the portion of the program's work activities associated with a portion of our revenue.

This program supports the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294,305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. The DOR has determined staffing levels are at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$835,292	\$0	\$849,135	\$0
Contractual Services	\$56,925	\$0	\$58,925	\$0
Materials & Supplies	\$338,130	\$0	\$353,274	\$0
Internal Services	\$171,502	\$0	\$182,317	\$0
Total GF/non-GF	\$1,401,849	\$0	\$1,443,651	\$0
Program Total:	\$1,401,849		\$1,443,651	
Program FTE	6.70	0.00	6.70	0.00

Program Revenues				
Intergovernmental	\$221,200	\$0	\$223,610	\$0
Other / Miscellaneous	\$50,000	\$0	\$50,000	\$0
Total Revenue	\$271,200	\$0	\$273,610	\$0

## **Explanation of Revenues**

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 25% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall state-wide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$4,029,000 for FY15, with \$223,610 allocated to DART Applications Support Program. Program revenue of \$50,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

#### Significant Program Changes

Last Year this program was: 72037 DART Applications Support



#### Program #72038 - DART Tax Title

4/16/2014

Department:County ManagementProgram Contact:Sally BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property inventory. The County's portfolio consists of 260 properties. Only 5% are properties with improvements or structures. Properties are disposed of at auction, private sales and by transfer to government agencies and non-profit corporations.

#### **Program Summary**

The County comes into ownership of real property at least once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are placed into the Special Program Group's (SPG) inventory and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they are available for repurchase by qualified former owners of record. SPG researches and inspects the properties received to determine highest and best use of the property. To assure this section's fiscal stability the department will identify property to be sold at public auction, private sale or made available for donation to governments, non-profit housing sponsors or Open Space Preservation Sponsors.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Properties remaining in Tax Title Inventory	259	258	245	220			
Outcome	Properties placed back on the tax roll & into community use	69	48	46	47			
Outcome	Revenue disbursed to taxing districts for public use	1,527,645	473,099	1,200,000	1,500,000			

#### **Performance Measures Descriptions**

The goal of the program is to reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and pass-through payments are accounted for, and the balance of revenue is disbursed to Multnomah County taxing districts.

Oregon Revised Statutes (ORS) 275 details how counties are to manage & dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county including guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information concerning the transfer of foreclosed properties to non-profits & government agencies. ORS 98 details procedures concerning abandoned property & vehicles at foreclosed property. Multnomah County Code Chapter 7 specifically states how tax foreclosed properties are to be managed and the process to be used for disposition.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$143,333	\$0	\$149,432	\$0
Contractual Services	\$553,119	\$0	\$1,566,776	\$0
Materials & Supplies	\$45,890	\$0	\$81,543	\$0
Internal Services	\$15,712	\$0	\$18,691	\$0
Total GF/non-GF	\$758,054	\$0	\$1,816,442	\$0
Program Total:	\$758,054		\$1,816,442	
Program FTE	1.50	0.00	1.50	0.00

Program Revenues							
Fees, Permits & Charges	\$300	\$0	\$300	\$0			
Taxes	\$16,700	\$0	\$9,660	\$0			
Other / Miscellaneous	\$700,000	\$0	\$1,800,000	\$0			
Interest	\$14,200	\$0	\$5,610	\$0			
Total Revenue	\$731,200	\$0	\$1,815,570	\$0			

#### **Explanation of Revenues**

The Program is financially self sustaining. Program revenues include contract principle estimated at \$9,660 and interest estimated \$5,610 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (auction sales, repurchases, and private party sales) are estimated at \$1,800,000 for FY15. Fees of \$300 are for transfers of Tax Foreclosed properties and/or late fees on contract payments, and are charged in accordance with County Fee Ordinance. When program actual revenues exceed the program's operating costs, the excess is distributed to the taxing districts in Multnomah County, in accordance with ORS 275.275, and per formula provided in ORS 311.390.

#### Significant Program Changes

Last Year this program was: 72038 DART Tax Title

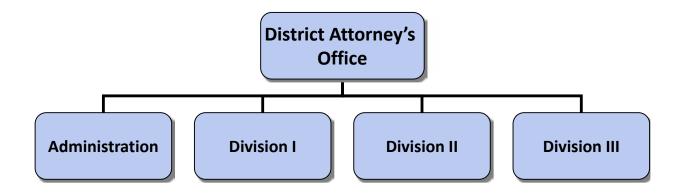
Transferred /Allocated .30 FTE of position #704343 from DART Special Programs (Program Offer #72030) to DART Tax Title Program for FY15 to reflect the portion of staff time expended in support of Tax Foreclosed property management, maintenance and disposition. Net increase of .30 FTE from FY14 to FY15 for this Program. Revenues from auction sales of tax foreclosed properties have increased significantly since FY13.

## Department Overview

Prosecution services are the cornerstone of any effective public safety system. The District Attorney's Office reviews and prosecutes criminal cases referred by seven police agencies within the county. It also represents the State of Oregon in cases of juvenile dependency, delinquency, and on matters related to child support.

The Multnomah County District Attorney's Office is committed to the open and balanced administration of justice – one that honors and respects diversity in all of its forms – and works diligently to protect children and victims of crime and maintain timely and appropriate sanctions for offenders who engage in criminal activity. The District Attorney's Office operates under these guiding principles:

- To enforce the Rule of Law by providing fair, equitable, and unbiased prosecution services.
- To be responsive to the needs to our community by proactively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively with criminal justice system partners to affect positive change by looking at and developing new and innovative programs, best practices, and leveraging technological advancements.
- To find ways at both the adult and juvenile levels to provide education and access to community services to reduce reentry into the criminal justice system.
- To provide the best and most cost effective child support services.



# Budget Overview

The District Attorney's Office has a total budget of \$27.9 million, an increase of 2.8% or \$1.0 million more than FY 2014. Most of this increase is due to annual personnel increases. Additionally, the Multnomah County Prosecuting Attorneys Association agreed to successor labor contract in FY 2014 which included a 5.0% cost of living wage adjustment for all union members.

The General Fund budget is \$21.6 million, which is an increase of 3.1% or \$0.9 million over FY 2014. Most of this increase is due to annual personnel increases and the new labor contract.

A portion of the increase is \$216,529 of one-time-only General Fund for the following programs:

- Server Virtualization NetApp (15002B) \$75,000 funding to purchase a virtualization device for severs. The server virtualization will reduce the time associated with emergency restoration of the Document Management System and allow for the consolidation of servers.
- Service Coordination Team Deputy District Attorney (15018B) \$141,529 funding allows MCDA to continue participation in Service Coordination/Drug Impact Area programs, working in the areas of prevention, intervention, treatment, housing, and reentry for drug-affected individuals. This program was previously funded by the City of Portland.

In addition, the General Fund backfilled the following programs:

- 15005B Restituiton Recovery Program \$148,549
- 15018B Service Coordination Team Deputy District Attorney \$141,529

Funding from other funds is flat year over year. The FY 2015 budget full time equivalents (FTE) are increased by 5.50 year over year.

<b>Budget Trends</b> *		FY 2014	FY 2014	FY 2015	
	FY 2013	Current	Adopted	Proposed	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	192.70	194.50	194.50	200.00	5.50
Personnel Services	\$21,232,085	\$22,491,902	\$22,434,327	\$23,640,438	\$1,206,111
Contractual Services	981,320	1,078,586	987,656	1,014,818	27,162
Materials & Supplies	3,049,553	3,387,146	3,375,168	3,234,470	(140,698)
Capital Outlay	<u>16,573</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$25,279,531	\$26,957,634	\$26,797,151	\$27,889,726	\$1,092,575

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances.

# Successes and Challenges

#### **Successes:**

As with years past, our community continues to experience high levels of gun and gang violence, property crime, drug manufacturing and distribution, and other criminal activity. The District Attorney's Office continues to do a tremendous job of holding the most dangerous offenders accountable while using resources as efficiently and effectively as possible. For nearly a decade, budgetary pressures have forced the District Attorney's Office to think critically about ways to keep our community safe with limited resources. But for the first time in recent memory, the District Attorney's Office has formulated an existing service level budget. With the budgetary pressure beginning to ease, we are eager to build upon the things we have learned about doing business more effectively. As the largest district attorney's office in the State of Oregon, representing Oregon's most populous county, we are eager to partner with public safety officials in working to enact public safety policies and laws which increase efficiency and effectiveness systemwide.

Here are some highlights from Fiscal Year 2013:

- The office issued more than 20,000 criminal cases, nearly 5,000 felonies and over 15,000 misdemeanors.
- The office formed the Human Trafficking Team, comprised of experts in the areas of prostitution, domestic violence, gang activity and violence, and weapons violence. With this multidisciplinary expertise, the members of this team are able to effectively prosecute some of the most complex and challenging cases seen by our prosecutors.
- The Restitution Recovery Program contacted over 1,600 victims to identify financial losses associated with criminal activity, identifying nearly \$9,000,000 in losses eligible for court-ordered restitution.
- Continuing a history of success, the Child Support Enforcement Division collected over \$30,000,000 in child support, all of which went to helping households in Multnomah County.

#### **Challenges:**

One of the most significant challenges facing this office is the ever-changing framework of policies and laws within which we operate. For example, significant legal precedents, such as those established in State v. Fuller and State v. Benoit, have changed the landscape of misdemeanor prosecution. Likewise, HB 3194, passed in the 2013 legislative session, has changed Oregon sentencing laws. In addition to requiring flexibility in making operational changes, this office has a vested interest in participating in discussions about policy and law changes. As the largest district attorney's office in the state, we make every effort to lend our expertise to system partners participating in those discussions.

# Diversity and Equity

The District Attorney's Office is fully committed to workplace diversity and equity, with the goal of providing outstanding service to the many different people and populations within Multnomah County. It is the policy of the District Attorney that all staff and attorneys maintain the highest ethical and professional standards, and that includes acting with regard for the ways in which the justice system impacts different populations. One example of that effort can be seen in our Victims Assistance Program. Our Victims Advocates work hard to eliminate the cultural barriers that can prevent victims from taking advantage of their legal rights and criminal justice processes. That includes being mindful of cultural sensitivities, producing resource-based documents in many different languages, using interpreters and translation services, and partnering with social-service agencies.

In January of 2013, the District Attorney's Office established the Equity, Dignity, and Opportunity Council: Now and For the Future (EDOC) in an effort to renew and rejuvenate its commitment to work in the areas of diversity and equity. Over the course of the last year, the EDOC made training on Multnomah County's Equity and Empowerment Lens available to all members of the District Attorney's Office. In the coming months, the EDOC will deliver a training series on working with victims of trauma and vicarious trauma.

# Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$5,520,123	\$828,308	\$6,348,432	41.50
Division I	4,517,240	4,676,091	9,193,331	65.00
Division II	6,207,146	600,657	6,807,803	52.50
Division III	<u>5,372,195</u>	<u>167,965</u>	5,540,160	41.00
Total District Attorney's Office	\$21,616,705	\$6,273,021	\$27,889,726	200.00

## fy2015 proposed budget

## Administration

The administrative branch sets policy and provides leadership, coordination, resource allocation, and direction for the Office. It also sets policy and provides direction related to work with local law enforcement, social service agencies, local businesses, and the public. Administration includes:

- Administrative Services Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- Human Resources Manages recruitment, payroll, the HR module in SAP, and benefits administration.
- Information Technology Supports desktop computer systems, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES case management systems; and provides data analysis.
- Finance Manages all accounts payable/receivable, general ledger, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, and contracts
- Records/Discovery Fulfills the Office's statutory responsibility to provide case specific discovery documents, and provides file storage and retrieval.
- Victims Assistance Assists victims of crime with crisis response, advocacy, court preparation and accompaniment, referral to services, and assistance with obtaining restitution orders from the court.

# Significant Changes

Administration is increased by 1.00 FTE Deputy District Attorney III with the addition of the Prevention, Intervention, and Reentry Program Coordinator (15001B). This position is funded by HB3194 revenue from the State of Oregon.

Administration lost State of Oregon funding for 2.50 FTE in the Restitution Recovery Program in FY 2014. For FY 2015, County General Fund backfill has restored 1.50 FTE in that program (15005B).

Administration is increased by 0.50 FTE with the addition of an Office Assistant 1 in Records/Discovery (15004). This change was made within existing resources.

Administration was granted \$75,000 in one-time-only funding to be used by Information Technology (15002B) for a technology infrastructure upgrade.

## Division I

Division I is comprised of four of the six units which, prior to FY 2014, were known as the Community and Family Justice Division: the Domestic Violence Unit, the MDT Child Abuse Unit, Juvenile, and Child Support Enforcement (SED). Consistent with the historical efforts, Division I works to strengthen services for children and families in Multnomah County.

- Domestic Violence Unit Reviews and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and violation of restraining orders.
- MDT Child Abuse Unit Reviews and prosecutes cases involving the physical and/or sexual abuse of children and intervenes to protect abused or neglected children in Dependency Court.
- Juvenile Prosecutes juveniles who have committed crimes ranging from misdemeanors to homicides, intervenes to protect abused or neglected children in Dependency Court, and frees children for adoption.
- Child Support Enforcement Establishes and enforces child support and medical orders.

# Significant Changes

Division I was increased by 2.00 FTE Support Enforcement Agents in the Child Support Enforcement Division (15010B) to handle the influx of 2,200 support enforcement cases that were inadvertently assigned to the Oregon Department of Justice. The influx increases the overall caseload by 32%. The Support Enforcement positions are funded based on a two thirds federal match, meaning that the General Fund contribution to support these positions is only one third funded with the General Fund.

The Mental Health Deputy District Attorney and the Prostitution Deputy District Attorney were moved from Division II to Division I in Fiscal Year 2014.

## fy2015 proposed budget

## Division II

Division II is comprised of two of the six units formerly known as the Community and Family Justice Division and two formerly of the Felony Court Division: the Misdemeanor Prosecution Unit, the Neighborhood Unit, Unit C/ Gangs, and Investigations.

- Misdemeanor Prosecution Unit/Intake Reviews and prosecutes misdemeanor crimes, traffic crimes, and city ordinance violations, including in Community Court, the venue for prosecuting communityrelated, non-violent, and quality of life crimes.
- Neighborhood Unit Works closely with community groups, neighborhood associations, business groups and local law enforcement to identify emerging criminal activity and develop and implement strategies to prevent crime.
- Unit C/Gangs Prosecutes a variety of very serious and mid-level felony crimes including: homicide, robbery, weapons offenses, gang crimes, vehicular homicide and assault, arson, residential burglary and felony animal abuse.
- Investigations In partnership with the Multnomah County Sheriff's
  Office, the Portland Police Bureau, and the Gresham Police Department,
  provides investigation services for felony, misdemeanor, juvenile, and
  family crimes.

# Significant Changes

Division II was increased by 0.50 FTE Deputy District Attorney III in Unit C/Gangs (15012) and 1.00 FTE Deputy District Attorney I in The Misdemeanor Trial Unit (15013). These additions were made using existing resources.

The Mental Health Deputy District Attorney and the Prostitution Deputy District Attorney were moved from Division II to Division I in Fiscal Year 2014.

## **Division III**

Division III is comprised of four of the six units which, prior to FY 2014, were known as the Felony Court Division: Unit A, Unit B, Unit D, and the Pretrial Unit.

- Unit A Prosecutes felony property and theft crimes including theft, forgery, identity theft, white collar crime, and theft targeting the elderly.
- Unit B Prosecutes felony drug and vice crimes including manufacturing, distribution, and possession of controlled substances.
- Unit D Prosecutes felony violent person crimes including aggravated assault, rape, kidnap, sex offenses, murder, compelling prostitution, and official misconduct.
- Pretrial Unit Represents and/or coordinates judicial appearances for the District Attorney's Office in post-conviction relief, felony arraignments, extradition, transport of material witnesses, expunctions, civil litigations, and administration of the Grand Jury.

# Significant Changes

There are no significant changes for this division.

 $District\ Attorney's\ Office$  The following table shows the programs that make up the Office's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Administrati	ion				
15000	Management Services	\$870,161	\$0	\$870,161	6.00
15001A	Administrative Support Services	1,289,482	0	1,289,482	3.00
15001B	Prevention, Intervention, and Reentry Program Coordinator	0	212,635	212,635	1.00
15002A	Information Technology	1,656,322	0	1,656,322	6.00
15002B	Server Virtualization - NetApp	75,000	0	75,000	0.00
15003	Finance/Human Resources	493,205	0	493,205	5.00
15004	Records/Discovery	641,060	0	641,060	8.00
15005A	Victims Assistance Program	346,345	615,674	962,018	11.00
15005B	Restitution Recovery Program	148,549	0	148,549	1.50
Division I					
15006	Division I Administration	255,807	0	255,807	1.00
15007	Juvenile Court Trial Unit	1,110,749	1,542,599	2,653,349	19.00
15008	Domestic Violence Unit	1,508,490	55,427	1,563,917	12.00
15009	MDT - Child Abuse Unit	987,654	829,585	1,817,239	7.00
15010A	Child Support Enforcement	603,513	2,149,975	2,753,488	24.00
15010B	SED - Support Enforcement Agents	51,027	98,504	149,531	2.00
Division II					
15011	Division II Administration	370,619	0	370,619	2.00
15012	Unit C/Gangs - Robbery, Weapons	1,763,102	32,977	1,796,079	11.50
15013A	Misdemeanor Trial Unit, Intake, Community	2,753,272	0	2,753,272	27.00
15014	Neighborhood DA Program	791,487	531,680	1,323,167	8.00
15015	Investigations	528,665	36,000	564,665	4.00

# **District** Attorney's **Office**

# fy2015 **proposed** budget

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Division III					
15016	Division III Administration	257,477	0	257,477	1.00
15017	Unit A - Property Crimes	1,735,422	75,225	1,810,646	14.00
15018A	Unit B - Drugs/Vice	968,531	92,740	1,061,271	8.00
15018B	Service Coordination Team Deputy District Attorney	141,529	0	141,529	1.00
15019	Unit D - Violent Person Crimes	1,139,754	0	1,139,754	7.00
15020	Pre-Trial Unit	<u>1,129,483</u>	0	<u>1,129,483</u>	<u>10.00</u>
	Total District Attorney	\$21,616,705	\$6,273,021	\$27,889,726	200.00



#### Program #15000 - Management Services

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The District Attorney and his senior management team provide the leadership, vision, policies and oversight that enable the office to operate each day in a manner consistent with the needs of citizens of Multnomah County.

#### **Program Summary**

The District Attorney and his senior provide leadership, public relations, policy direction, daily operations oversight, long and short range planning, and internal labor relations for the entire department. Managers work with other departments and state and federal agencies on committees and initiatives relating to the criminal justice system and other governmental endeavors. This unit includes two Administrative Secretaries that provide support for the District Attorney and other senior management.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Total number of all staff communications	52	52	52	52	
Outcome	Total number of cases resolved	16575	18500	18500	18500	

#### **Performance Measures Descriptions**

Output - The number of all staff communications

Outcome - The total number of cases resolved in the office during the fiscal year

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct.

Oregon Revised Statute (ORS): 8.580. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$852,873	\$0	\$870,161	\$0
Total GF/non-GF	\$852,873	\$0	\$870,161	\$0
Program Total:	\$852,873		\$870	,161
Program FTE	6.00	0.00	6.00	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

#### **Explanation of Revenues**

### Significant Program Changes

Last Year this program was: 15000 Management Services



#### Program #15001A - Administrative Support Services

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Administrative Support Services program provides clerical support for the department's main reception desk and mail handling at the County Courthouse.

#### **Program Summary**

The Administrative Support Services program provides reception for the main District Attorney's Office at the County Courthouse and is the point of first contact for members of the public both in person and on the telephone. The staff provides general information about the responsibilities of the office and directs inquiries to the appropriate unit. The reception staff also processes all incoming and outgoing internal and external mail. The program also includes one clerical floater position that acts as a support and back-up function for the departments clerical staff. A number of contracted services, which are used by the entire department, are also a part of this program.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Witness subpoenas paid	2,694	3,200	2,800	2,800	
Outcome	Amount paid in witness fees	\$19706	\$24,000	\$20,000	\$20,000	

#### Performance Measures Descriptions

Output - The total number of witness subpoenas processed. Witnesses who receive a subpoena turn them in to the DA reception area after testifying in order to receive payment.

Outcome - The amount paid to witnesses who have turned in their subpoenas after testifying.

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$226,776	\$0	\$342,927	\$0
Contractual Services	\$49,832	\$0	\$71,500	\$0
Materials & Supplies	\$137,202	\$0	\$167,048	\$0
Internal Services	\$680,943	\$0	\$708,007	\$0
Total GF/non-GF	\$1,094,753	\$0	\$1,289,482	\$0
Program Total:	\$1,094,753		\$1,28	9,482
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$151,921	\$0	\$138,623	\$0
Total Revenue	\$151,921	\$0	\$138,623	\$0

#### **Explanation of Revenues**

\$138,623 in departmental indirect revenue.

#### Significant Program Changes

Last Year this program was: <u>15001 Administrative Support Services</u>



#### Program #15001B - Prevention, Intervention, and Reentry Program Coordinator

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program offer permanently funds the Prevention, Intervention, Reentry Program Coordinator (PIRPC), a position currently being piloted by the Multnomah County District Attorney's Office. The PIRPC oversees the effectiveness and outcomes of Multnomah County's specialty courts and works with systems partners to reduce recidivism and find alternatives to jail and prison.

#### **Program Summary**

A number of specialty courts, including Mental Health Court, START Court, Drug Court, DUII Intensive Supervision Program, Domestic Violence Deferred Sentencing Program, and Community Court (including Bud Clark Commons), currently operate in Multnomah County. The PRIPC's mission is to identify gaps in efficiencies and improve utilization of these specialty courts by working with partner agencies to establish processes which assist offenders and provide a continuum of validated community-based programs that reduce recidivism and decrease jail/prison usage, while protecting public safety and holding offenders accountable.

Continuously evaluating the utilization and effectiveness of Multnomah County's specialty courts is necessary to maximize system-wide efficiency and reduce criminal conduct. By profiling the innovative aspects of each specialty court, along with the challenges each program faces, the PIRPC will continue to examine the strengths and weaknesses of individual specialty courts and offer recommendations for future improvement. Additionally, the PIRPC will continue conversations with Multnomah County judges to discuss the next steps in Specialty Courts analysis using program data. The PIRPC will also continue working with agency partners to examine the process and progress of specialty dockets, such as the new Veteran's Docket and the expedited probation violation docket.

The PIRPC will continue to team with the Criminal Justice Commission to explore the re-design of a Risk Assessment Actuarial tool for consideration of use by Multnomah County and other Oregon counties as part of the criminal case process. This will assist in determining proper offender placement into our specialty courts based, at least in part, on evidence-based risk to recidivate.

The PIRPC will also continue or begin participation in groups such as Justice Reinvestment Workgroup, Re-Entry Council, Emergency Population Release Subcommittee, Metro Regional Implementation Council, and other local work-groups to discuss effective programming, jail/prison usage, victim input/impact considerations, and recidivism.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output		0	0	0	0		
Outcome		0	0	0	0		

#### **Performance Measures Descriptions**

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$0	\$197,469
Internal Services	\$0	\$0	\$0	\$15,166
Total GF/non-GF	\$0	\$0	\$0	\$212,635
Program Total:	\$0		\$212	2,635
Program FTE	0.00	0.00	0.00	1.00

Program Revenues					
Indirect for Dept. Admin	\$0	\$0	\$10,545	\$0	
Intergovernmental	\$0	\$0	\$0	\$212,634	
Total Revenue	\$0	\$0	\$10,545	\$212,634	

#### **Explanation of Revenues**

\$212,634 in revenue from the State of Oregon HB 3194.

## Significant Program Changes

Last Year this program was:



#### Program #15002A - Information Technology

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The District Attorney's Information Technology Unit provides rapid and economical computer desktop support, as well as all computer software, servers, peripherals and network support. The unit is responsible for the operation and maintenance of the DA's document management system, Alfresco, and the DA's principal case tracking systems, CRIMES Juvenile and CRIMES Adult; it is also responsible for the collection and preparation of the Office's statistical data for public consumption.

#### **Program Summary**

The IT Unit is primarily responsible for the acquisition, deployment, maintenance, monitoring, development, upgrade and support of all DA IT systems, including servers, PC's, operating systems, hardware, software and peripherals. This includes, but is not limited to: case tracking systems for adult and juvenile components; document management and imaging systems; web services for intranet and internet publishing; database administration; data exchanges with external law enforcement agencies; report generation; data storage, retention, backup and restoration; file and print services; email services; mobile access and mobile device services; email spam filtering; document repository services; and desktop support services.

This program allows the District Attorney to fulfill a legal responsibility under Oregon state law to maintain a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the District Attorney in official capacity, and the proceedings therein.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Help Desk calls	6040	5000	6000	6000			
Outcome	Average number of minutes to resolve each ticket	14	15	14	15			

#### **Performance Measures Descriptions**

Output - The number of calls coming through the DA help desk.

Outcome - The average number of minutes taken to resolve each help desk ticket.

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$752,749	\$0	\$779,437	\$0
Contractual Services	\$56,667	\$0	\$50,000	\$0
Materials & Supplies	\$372,779	\$0	\$350,000	\$0
Internal Services	\$541,299	\$0	\$476,885	\$0
Total GF/non-GF	\$1,723,494	\$0	\$1,656,322	\$0
Program Total:	\$1,723,494		\$1,65	6,322
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 15002A Information Technology



#### Program #15002B - Server Virtualization - NetApp

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

This one time only funding will allow MCDA to purchase a virtualization device for severs maintained by its internal Information Services Unit. The server virtualization will reduce the time associated with emergency restoration of the Document Management System and allow for the consolidation of servers.

#### **Program Summary**

In 2009, MCDA acquired its own automated document management system (DMS), integrating this with its case tracking systems. In a matter of a few years, this repository has come to contain 10 million document images, consuming network storage space of 10 terabytes (data from all other MCDA applications requires about 1 terabyte). The growth of DMS has required network storage space that is presenting trouble for MCDA's data backups and recovery.

Outside of daily, incremental backups, the DMS data file has become so large that a full weekly backup requires the data first to be transferred to disc (SAN), followed by a second transfer to tape. This permits the document management system to continue production operations, otherwise having to be off-line for these extended periods. This is an arduous, time-consuming and risky process, which points to the crux of the problem at hand. In the event of fatal error in DMS operations, a data restoration (movement of data from storage to production) would currently entail 55 hours - - over 2 days where the DMS and all electronic trial-case documentation would be off-line and unavailable to users and integrated applications.

Server Virtualizaion, a technology that's been successfully implemented for nearly a decade, is a logical solution to this problem. In simple terms, virtualization is the process of separating the software layer of a computer or server from its hardware layer, while a new layer placed between the two functions as mediator. The ingenuity of this design allows for vastly increased resource sharing, presenting practically no wasted or unused storage while easily permitting for later expansion.

MCDA's proposed acquisition of a virtualization device would have remarkable consequences in two significant ways: 1) an emergency restoration of its DMS data would drop precipitously from 55 hours to a few minutes; and 2) the number of servers MCDA operates (30) could conceivably be halved in short order, reducing its capital investment in technology and related operational costs. It should be noted that MCSO has been operating a successful NetApp installation for some years while DCA continues with its robust virtualization scheme.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome		0	0	0	0	

#### **Performance Measures Descriptions**

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$0	\$75,000	\$0
Total GF/non-GF	\$0	\$0	\$75,000	\$0
Program Total:	\$0		\$75	000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

### Significant Program Changes

Last Year this program was:



#### Program #15003 - Finance/Human Resources

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program provides all support related to finance, including purchasing, travel & training, budget preparation, fiscal reports, and grant reporting and monitoring. It also carries out all human resources functions, including payroll, HR maintenance for SAP, and recruitment.

#### **Program Summary**

This program provides office wide support for finance and human resources functions. The program provides all accounts payable, accounts receivable, general ledger, petty cash accounts, travel & training, fiscal reporting, budget preparation, grant reporting and monitoring, purchasing, inventory, and contracts. It also carries out recruitment, payroll, position control, HR maintenance and other human resources functions for the entire District Attorney's Office. This program allows the District Attorney to fulfill all legal responsibility under state law to maintain a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

This program contributes to the County's Climate Action Plan by purchasing "green" products and supplies for the entire office and by working to reduce paper usage throughout the office. The Office uses 100% recycled paper products.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total number of payments made to vendors	4480	4900	4500	4500			
Outcome	Total number of payments to vendors made within 30 days	4000	4900	4500	4500			
Outcome	Percentage of payments to vendors made within 30 days	89%	92%	90%	90%			
Output	Total number of applications screened	894	650	800	800			

#### **Performance Measures Descriptions**

Output - Total number payments made to vendors.

Outcome - Total number of vendors paid within 30 days.

Outcome - Percentage of vendors paid within 30 days.

Output - Total number of applications screened.

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the District Attorney to the successor in office.

ORS 8.850 - Offices, supplies and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies and stenographic assistance as is necessary to perform efficiently the duties of such office.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$505,609	\$0	\$481,216	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$2,973	\$0	\$3,000	\$0
Internal Services	\$4,005	\$0	\$3,989	\$0
Total GF/non-GF	\$517,587	\$0	\$493,205	\$0
Program Total:	\$517,587		\$493	3,205
Program FTE	5.50	0.00	5.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 15003 Finance/Human Resources



#### Program #15004 - Records/Discovery

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:SupportProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The discovery component of this program supports the entire office by processing discovery requests from defense counsel and defendants. The records component supports the entire office by maintaining physical files and records on open and recently closed felony and misdemeanor cases, and docketing court appearances.

#### **Program Summary**

The Discovery/Records program fulfills the offices statutory responsibility to provide case specific discovery documents such as police reports to the public and private defense attorney's. The program also provides file storage and retrieval for the entire District Attorney's Office, maintaining approximately 34,000 closed and open case files at any given time.

This program produces general fund revenue of \$275,000 to \$350,000 each year.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total number of discovery packets created	20438	19000	20000	20000		
Outcome	Total discovery revenue	\$399790	\$30000	\$375000	\$375000		

#### **Performance Measures Descriptions**

Output - Total number of discovery packets created. Outcomes - Total revenue from the sale of discovery.

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$462,658	\$0	\$518,185	\$0
Contractual Services	\$9,100	\$0	\$10,000	\$0
Materials & Supplies	\$26,381	\$0	\$21,500	\$0
Internal Services	\$134,133	\$0	\$91,375	\$0
Total GF/non-GF	\$632,272	\$0	\$641,060	\$0
Program Total:	\$632,272		\$641	,060
Program FTE	7.00	0.00	8.00	0.00

Program Revenues					
Service Charges	\$300,000	\$0	\$350,000	\$0	
Total Revenue	\$300,000	\$0	\$350,000	\$0	

#### **Explanation of Revenues**

\$350,000 in discovery revenue to the County General Fund.

#### Significant Program Changes

Last Year this program was: 15004 Records/Discovery



#### Program #15005A - Victims Assistance Program

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The primary goal of the Victim Assistance Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime. The District Attorney's Office continuously works to ensure for crime victims a meaningful role in the criminal and juvenile justice system, while affording them due dignity and respect. To this end, it is the philosophy of the office that every effort be made to maximize victim involvement at every possible stage of a criminal case. The office is committed to full implementation of Victims Rights as embodied in Oregon law.

#### **Program Summary**

Victim Advocates will work directly with crime victims to explain the criminal justice system, including what rights are available to them; provide court accompaniment; offer referral information to appropriate community services and guide victims through the prosecution process.

The program also provides 24-hour on-call response to victims of sexual assault. We carry out this effort with a team of paid staff and over 40 volunteers. This immediate crisis intervention service is then followed by ongoing support and advocacy throughout the investigation and prosecution of the case.

Currently there is an enhanced focus on improving all aspects of obtaining restitution for victims of crime. As a result of this focus impressive improvements have been made, and other possibilities for improvement are being studied.

All victims of crimes being prosecuted by the District Attorney's Office receive: information about their rights as victims; opportunity to submit information about their losses for restitution; and notification letters on the case status and disposition.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of cases assigned to victims advocates	2009	1950	1950	1950			
Outcome	Number of court appearances	1140	1375	1300	1350			
Outcome	Number of referrals made	10408	11200	11000	11000			

#### **Performance Measures Descriptions**

Output - The number of cases which were assigned a victims advocate for the assistance of the crime victim.

Outcome - The number of court appearances attended to aupport the victim.

Outcome - The number of referral services provided to victims.

Article I Section 42 Oregon Constitution - Rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.410, ORS 147.417 - Victim to be notified of constitutional rights. ORS 147.22 - Disbursement of moneys to be used for comprehensive victim's assistance programs.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$299,358	\$592,728	\$314,800	\$614,438
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$3,322	\$1,780	\$5,402	\$1,236
Internal Services	\$25,662	\$0	\$25,143	\$0
Total GF/non-GF	\$329,342	\$594,508	\$346,345	\$615,674
Program Total:	\$923,850		\$962	2,018
Program FTE	3.74	6.76	3.81	7.19

Program Revenues					
Intergovernmental	\$4,308	\$592,958	\$0	\$614,674	
Beginning Working Capital	\$0	\$1,550	\$0	\$1,000	
Total Revenue	\$4,308	\$594,508	\$0	\$615,674	

#### **Explanation of Revenues**

\$1,000 in restitution revenue \$442,934 in Unitary Assessment (UA) funding \$171,737 in Victims of Crime Act (VOCA) funding

#### Significant Program Changes

Last Year this program was: 15005A Victims Assistance Program

This program has been increased by 0.50 FTE with the addition of a half-time Victim Advocate assigned to the Juvenile Division.



#### Program #15005B - Restitution Recovery Program

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Backfill State/Federal/Grant

#### **Executive Summary**

The Restitution Recovery Program (RRP) upholds the rights of crime victims as embodied in Oregon law by investigating the economic loss to victims and ensuring that such losses are accurately and properly presented to the court. The Program assists Deputy District Attorneys in determining the legal sufficiency requirements for court-ordered restitution, and works with community partners to improve the prompt payment of restitution to victims of crime in Multnomah County.

#### **Program Summary**

Since the Restitution Recovery Program (RRP) was established in late 2011, this office has improved efforts to include the right to restitution as a priority by implementation uniform standards across trial units, checkpoints throughout the case lifecycle, and statistical gathering mechanisms. These practices ensure that all victims will have the opportunity to request restitution and assert their rights under Oregon law. Because loss amounts are fully investigated early in the life of the case, the program has increased efficiency across the court system by eliminating or sharply reducing the number of costly restitution-related court set overs.

This program has also allowed for system-wide improvements in enforcing court-ordered restitution by improving communication, collaboration, and education among system partners. For example, this program worked to establish a restitution package which the court can now order at sentencing or probation violation hearings. The package provides direction to defendants by allowing for the establishment of clear and appropriate terms of payment.

Since the projects inception, the Multnomah County District Attorney's Office has more than doubled the rate of victim contact on cases where restitution is at issue. In calendar year 2013, the RRP assisted nearly 3,000 victims seeking to collect restitution, resulting in the identification of over \$7,000,000 in restitution-eligible losses.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of victims contacted in an effort to document losses	1,620	3,000	2,500	2,500		
Outcome	Amount of money requested by victims seeking court- ordered restitution	\$8,890,000	\$7,000,000	\$7,000,000	\$5,500,000		

#### **Performance Measures Descriptions**

Output - The number victims contacted in an effort to document losses associated with criminal activity.

Outcome - The percentage increase in number of victims contacted over the number prior to starting pilot project.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$197,463	\$148,549	\$0
Internal Services	\$0	\$14,138	\$0	\$0
Total GF/non-GF	\$0	\$211,601	\$148,549	\$0
Program Total:	\$211,601		\$148	3,549
Program FTE	0.00	2.50	1.50	0.00

Program Revenues					
Indirect for Dept. Admin	\$9,873	\$0	\$0	\$0	
Intergovernmental	\$0	\$211,601	\$0	\$0	
Total Revenue	\$9,873	\$211,601	\$0	\$0	

#### **Explanation of Revenues**

#### **Significant Program Changes**

Last Year this program was: <u>15005C Victims Assistance - Restitution</u>

This program has been reduced by 1.00 FTE with the elimination of one Legal Assistant I.



#### Program #15006 - Division I Administration

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program offer funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short range planning, and daily operational oversight for Division I.

#### **Program Summary**

The Chief Deputy District Attorney of Division I is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility over the Domestic Violence trial unit, Juvenile trial unit, Multidisciplinary Team and Child Abuse trial unit, and Support Enforcement Division.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome		0	0	0	0	

#### **Performance Measures Descriptions**

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$258,778	\$0	\$248,006	\$0
Contractual Services	\$6,500	\$0	\$2,000	\$0
Materials & Supplies	\$5,295	\$0	\$5,801	\$0
Internal Services	\$25	\$0	\$0	\$0
Total GF/non-GF	\$270,598	\$0	\$255,807	\$0
Program Total:	\$270,598		\$255	5,807
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 15011 Division I Administration



#### Program #15007 - Juvenile Court Trial Unit

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Program Offer Type: Existing Related Programs:

Program Characteristics:

#### **Executive Summary**

The Juvenile Court Trial Unit prosecutes juvenile crimes ranging from misdemeanors to homicides. It has three primary functions: delinquency: prosecuting juveniles who have committed criminal offenses; dependency: litigating child protection cases in Juvenile Court; and termination of parental rights: litigating cases where the abuse or neglect of a child has reached such a level that effort must be made to free the child for adoption.

#### **Program Summary**

The delinquency function involves the prosecution of juveniles who have committed non-Ballot Measure 11 crimes. This includes cases ranging from misdemeanors to felonies. The unit works closely with the Department of Juvenile Community Justice (DCJ) in developing appropriate sanctions aimed at accountability, community protection and reformation.

The dependency function involves working closely with the State Department of Human Services (DHS) and other agencies to protect children who come to the attention of authorities as a result of abuse or neglect. Deputy District Attorneys are responsible for litigating child protection cases (dependency cases) in Juvenile Court and for working with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place. All efforts are made to keep the family unit intact however when those efforts are exhausted the Termination of Parental Rights section, works in close collaboration with the State Department of Human Services to free these children for adoption. Services provided to law enforcement, juvenile courts, DCJ and DHS include filing petitions for delinquency, dependency or termination of parental rights, meeting with victims and witnesses, seeking restitution on behalf of victims, coordinating with juvenile court counselors, DCJ and DHS and trying cases in court.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of dependency cases	463	550	500	550	
Outcome	Number of children protected on dependency cases	579	600	575	575	
Outcome	Number of children freed for adoption on TPR cases	129	120	125	125	

#### **Performance Measures Descriptions**

Output - The number of new and reopened dependency cases.

Outcome - The number of children protected as a result of work on dependency cases.

Outcome - The number of children freed for adoption on TPR case. (This is a newly added measure)

Juvenile Trial Court/Termination of Parental Rights: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750); 1991 c.681 §4.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,021,315	\$1,421,078	\$979,167	\$1,522,599
Contractual Services	\$11,500	\$20,000	\$9,500	\$20,000
Materials & Supplies	\$23,268	\$0	\$23,833	\$0
Internal Services	\$108,768	\$0	\$98,249	\$0
Total GF/non-GF	\$1,164,851	\$1,441,078	\$1,110,749	\$1,542,599
Program Total:	\$2,605,929		\$2,65	3,349
Program FTE	8.40	10.60	7.68	11.32

Program Revenues					
Intergovernmental	\$0	\$1,441,078	\$0	\$1,542,599	
Total Revenue	\$0	\$1,441,078	\$0	\$1,542,599	

#### **Explanation of Revenues**

\$285,703 in revenue from the State of Oregon for the Juvenile Dependency program.

\$1,256,900 in revenue from the State of Oregon for the Termination of Parental Rights program.

#### Significant Program Changes

Last Year this program was: 15012 Juvenile Court Trial Unit

The terms of the Juvenile Dependency agreement were renegotiated with the State of Oregon, resulting in an anticipated \$100,000 in additional revenue for this program.



#### Program #15008 - Domestic Violence Unit

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Domestic Violence program screens and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and restraining order violations. It provides outreach and access to support services to all domestic violence victims with special emphasis on victims from under-served populations.

#### **Program Summary**

The Domestic Violence program screens and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and restraining order violations. In conjunction with the Victims Assistance program, it provides outreach and access to support services to all victims of domestic violence with a special emphasis on victims from under-served populations. Working in collaboration with state and local law enforcement, Community Justice and a variety of local nonprofit domestic violence organizations and shelters, the program includes a six month deferred prosecution program with individualized treatment plans closely monitored by probation officers. Support includes specialized services; personal contact by a victim advocate, information resources and referrals for social services, coordination with social service agencies, accompaniment to court proceedings, and notification of rights and remedies and assistance in exercising those rights. This program provides a specialized emphasis on prosecution of elder abuse cases in Multnomah County.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Cases issued	1403	1300	1350	1300	
Outcome	Cases resolved	1188	1200	1150	1200	
Input	Cases submitted to this unit	3149	3000	3100	3100	

#### **Performance Measures Descriptions**

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases submitted to this unit.

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistr

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,344,937	\$73,488	\$1,465,173	\$52,788
Contractual Services	\$21,000	\$0	\$21,000	\$0
Materials & Supplies	\$13,318	\$0	\$14,113	\$0
Internal Services	\$7,725	\$5,262	\$8,204	\$2,639
Total GF/non-GF	\$1,386,980	\$78,750	\$1,508,490	\$55,427
Program Total:	\$1,465,730		\$1,56	3,917
Program FTE	10.99	0.51	11.62	0.38

Program Revenues				
Indirect for Dept. Admin	\$3,675	\$0	\$1,835	\$0
Intergovernmental	\$0	\$78,750	\$0	\$55,427
Total Revenue	\$3,675	\$78,750	\$1,835	\$55,427

#### **Explanation of Revenues**

\$55,427 in revenue from the State of Oregon for Child Abuse Multidisciplinary Intervention (CAMI).

#### Significant Program Changes

Last Year this program was: 15013 Domestic Violence Unit

The Mental Health Deputy District Attorney and the Prostitution Deputy District Attorney became a part of the Domestic Violence Unit in Fiscal Year 2014. Revenue increase of \$55,427 from the State of Oregon for Child Abuse Multidisciplinary Intervention (CAMI). CAMI revenue increase funds a portion of the Prostitution Deputy District Attorney's position.



#### Program #15009 - MDT - Child Abuse Unit

**Program Contact:** Adam Brown 4/17/2014

**District Attorney Department: Program Offer Type: Existing Operating Program** Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

This group of Deputy District Attorneys and staff, known as Multidisciplinary Child Abuse Team (MDT), are part of a larger team made up of representatives from law enforcement, public schools, hospitals, courts, health departments, the Oregon Department of Human Services (DHS), and the Oregon Department of Employment Child Care Division. The team provides services to child victims, minimizes the number of victim interviews, prevents abuse of other potential victims, and increases the effectiveness of prosecution of both criminal and dependency cases.

# **Program Summary**

The MDT/Child Abuse Team has three primary functions: (1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect; prosecute sexual exploitation and sexual assault of children where the perpetrator is considered family by blood relationship, any relationship through marriage, family relationships created by practice, e.g., live-in boyfriends or girlfriends of a parent, or by a relationship established through the courts, e.g., foster parents foster siblings and legal guardians. (2) Protect children though litigating dependency cases in juvenile court; and (3) Coordinate child protection efforts and policy with community partners to make and keep children safe. The team also provides a forum for discussion and resolution of inter-agency issues, assists in training with agencies involved in child abuse, participates in policy meetings regarding child abuse and neglect, prepares and updates the protocols for the team, and advises the team on child abuse legal issues.

Located at the Gateway Children's Center campus, these Deputy District Attorneys are co-housed with the Child Abuse Hotline and a specialized police unit comprised of police detectives from the Portland Police Bureau and the Gresham Police Department. This program prosecutes some of the most troubling homicides and serious felony sexual and physical assaults against children in the county. This team reviews all fatalities which involve a child under the age of 18 years. Deputy District Attorneys also work with the Oregon Department of Human Services (DHS) and other agencies to protect children who are abused and neglected. Deputy District Attorneys are responsible for litigating the most high risk/high lethality child protection cases (dependency cases) in Juvenile Court and for working with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place. This program also coordinates the distribution Child Abuse Multidisciplinary intervention (C.A.M.I) funds, which are generated from unitary assessment funds from the state, to a variety of local partners on an annual basis for projects associated with child abuse intervention.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	The number of dependency cases	70	60	60	60	
Outcome	The number of children protected	117	85	100	100	
Output	Felony cases issued	87	60	75	75	
Input	Felony cases reviewed	222	215	215	215	

#### **Performance Measures Descriptions**

Output - The number of new or reopened dependency cases.

Outcome - The number of children protected on dependency cases.

Output - The number of felony cases for which a felony charging document was issued by this unit.

Input - Total number of cases submitted for review.

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$822,940	\$170,920	\$879,888	\$172,888
Contractual Services	\$22,000	\$542,992	\$22,000	\$594,553
Materials & Supplies	\$9,578	\$13,405	\$11,405	\$22,579
Internal Services	\$65,065	\$36,366	\$74,361	\$39,565
Total GF/non-GF	\$919,583	\$763,683	\$987,654	\$829,585
Program Total:	\$1,683,266		\$1,81	7,239
Program FTE	5.00	2.00	5.00	2.00

Program Revenues					
Indirect for Dept. Admin	\$25,395	\$0	\$27,510	\$0	
Intergovernmental	\$0	\$763,683	\$0	\$829,585	
Total Revenue	\$25,395	\$763,683	\$27,510	\$829,585	

# **Explanation of Revenues**

\$829,585 in revenue from the State of Oregon for Child Abuse Multidisciplinary Intervention.

#### Significant Program Changes

Last Year this program was: 15014A MDT - Child Abuse Unit

Revenue increase of \$65,902 from the State of Oregon for Child Abuse Multidisciplinary Intervention, spread among system partners through the District Attorney's Office.



# Program #15010A - Child Support Enforcement

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Multnomah County District Attorney's Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County as part of The Oregon Child Support Program (OCSP) by working with both parents to provide the financial and emotional support their children need to grow and thrive. OCSP delegates the authority of non-public assistance cases to county district attorney's offices.

# **Program Summary**

The Child Support Enforcement (CSE) Program, opperated by the Support Enforcement Division (SED), was enacted in 1975 as a federal-state-local partnership. The federal government reimburses each state 66% of all allowable expenditures on CSE activities, including staffing costs. The federal government's funding is "open-ended" in that it pays its percentage of expenditures by matching the amounts spent by state and local governments with no upper limit or ceiling.

Operating in two locations (Downtown and East County), the SED routinely carries an average caseload of approximately 7000 cases and collects approximately \$31 million annually. Every dollar collected (less a \$25 annual fee) is sent directly to custodial parents for the benefit of the children in our community, providing a critical safety net for families.

SED, using automated, administrative, and judicial means to enforce court orders, currently collects on about 81% of our caseload every month, resulting in payments benefiting over 10,000 children in our community. SED also works with the courts to offer those that are unable to meet their obligations with tools to do so such as assistance with job placement, addiction evaluations, and mental health services referrals.

In addition to enforcing child support and medical support orders SED also assists families by establishing paternity, establishing support and medical orders, modifying support orders to ensure a fair support amount, and establishing arrears on past support owed.

SED works with all 50 states, local tribes, and US territories, to cooperatively provide child support services. In addition, OCSP and CSE have reciprocity agreements with over 30 foreign nations.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Cases worked per year	6966	7100	7000	7000
Outcome	Amount of child support collected	\$30,163,72 8	\$30,000,00 0	\$30,000,00 0	\$30,000,00 0

#### **Performance Measures Descriptions**

Output - Number of cases worked per year based on monthly averages.

Outcome - The total amount of child support and past due child support collected during the year.

ORS 25.080 provides the statutory authority and responsibility for the Multnomah County District Attorney Support Enforcement Division per intergovernmental agreement with the Division of Child Support, Oregon Department of Justice.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$595,500	\$1,616,025	\$603,513	\$1,662,988
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$35,336	\$0	\$38,097
Internal Services	\$0	\$468,518	\$0	\$438,890
Total GF/non-GF	\$595,500	\$2,129,879	\$603,513	\$2,149,975
Program Total:	\$2,725,379		\$2,75	3,488
Program FTE	7.33	16.67	6.12	17.88

Program Revenues				
Indirect for Dept. Admin	\$99,380	\$0	\$80,685	\$0
Fees, Permits & Charges	\$0	\$40,000	\$0	\$29,671
Intergovernmental	\$0	\$2,089,879	\$0	\$2,110,303
Beginning Working Capital	\$0	\$0	\$0	\$10,001
Total Revenue	\$99,380	\$2,129,879	\$80,685	\$2,149,975

# **Explanation of Revenues**

\$1,616,181 in Federal child support funding.

\$29,671 in revenue from State of Oregon program fees.

\$10,001 in DEFRA revenue.

\$301,215 in Federal program incentive revenue.

\$192,907 in State of Oregon General Fund revenue.

# Significant Program Changes

Last Year this program was: 15015 Child Support Enforcement



# Program #15010B - SED - Support Enforcement Agents

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Multnomah County District Attorney's Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County as part of The Oregon Child Support Program (OCSP) by working with both parents to provide the financial and emotional support their children need to grow and thrive. OCSP delegates the authority of non-public assistance cases to county district attorney's offices. This program offer will add two Support Enforcement Agents to SED.

# **Program Summary**

The Multnomah County District Attorney Support Enforcement Division (SED) was recently made aware of approximately 2,200 support-enforcement cases that qualify for enforcement services. These cases were inadvertently assigned to the Oregon Department of Justice and have received little to no enforcement services. At this time only 57% of the 2200 cases are seeing monthly support payments.

To handle the influx of cases, which will increase SED's overall caseload by 32%, SED will need two additional Child Support Enforcement Agents. The additional agents will allow SED to keep caseloads at approximately 800 per agent (agents are currently assigned around 700 cases). Without adding these additional agents, staff caseloads will grow to over 900 cases. Such a caseload would not allow agents to maintain current service and collections levels, reducing the potential for success in collecting on the new cases.

With two additional agents, SED can work the new cases as thoroughly as it works its current caseload. Raising the collection levels on the incoming cases to SED's current performance of 81% would represent an additional 520 families getting an average of \$325 a month. That is an additional two million dollars a year directly into the hands of vulnerable families that have had to previously rely on public assistance.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Number of cases worked per year	0	0	0	2200
Outcome	Amount of child support collected	0	0	0	2000000

#### **Performance Measures Descriptions**

ORS 25.080 provides the statutory authority and responsibility for the Multnomah County District Attorney Support Enforcement Division per intergovernmental agreement with the Division of Child Support, Oregon Department of Justice.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$51,027	\$93,752
Internal Services	\$0	\$0	\$0	\$4,752
Total GF/non-GF	\$0	\$0	\$51,027	\$98,504
Program Total:	\$	0	\$149,531	
Program FTE	0.00	0.00	0.70	1.30

Program Revenues					
Indirect for Dept. Admin	\$0	\$0	\$3,304	\$0	
Intergovernmental	\$0	\$0	\$0	\$98,504	
Total Revenue	\$0	\$0	\$3,304	\$98,504	

# **Explanation of Revenues**

\$98,503 in Federal child support funding.

# Significant Program Changes

Last Year this program was:



# Program #15011 - Division II Administration

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

This program funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short range planning and daily operational oversight for Division III.

# **Program Summary**

The Chief Deputy District Attorney of Division II is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility of the UC/Gangs felony trial unit, the Misdemeanor trial unit, Intake, the Neighborhood DA program, and the District Attorney's investigative staff.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome		0	0	0	0	

#### **Performance Measures Descriptions**

ORS 8.760 Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$420,115	\$0	\$370,619	\$0
Total GF/non-GF	\$420,115	\$0	\$370,619	\$0
Program Total:	\$420,115		\$370	,619
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 15016 Division II Administration



# Program #15012 - Unit C/Gangs - Robbery, Weapons

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Felony Trial Unit C/Gangs prosecutes a variety of very serious and mid-level felony crimes including: Homicides, Robberies, weapons offenses, gang crimes, vehicular homicides and assaults, arson, residential burglaries and felony animal abuse. These crimes are predominantly person crimes, and many of the violent cases handled by this unit have long-lasting effects on the victimized community members.

# **Program Summary**

This program works closely with federal, state and local law enforcement agencies to prosecute serious person and property crimes, including those cases involving homicides, vehicular assaults and homicides, crimes involving gangs, weapons possession by felons, arson, animal abuse, all degrees of robberies, and residential burglaries. Unit C/Gangs works cooperatively with state and local law enforcement agencies and community partners to target and reduce the instances of gang related crime through aggressive enforcement and prosecution. In the continuum of prosecution services, this unit prosecutes mostly high risk and some medium level offenders, and many cases handled in Unit C/Gangs have high visibility in the community. The program also works cooperatively with the Portland Police Bureau, Multnomah County Sheriff's Office, Gresham Police Bureau, and other local law enforcement agencies in the County to promote better case investigation and development by consulting with and training officers in the complex legal issues these cases present. Members of the unit are available to officers with questions 24 hours per day, 7 days per week. Additionally, the unit works with the Bureau of Alcohol, Tobacco and Firearms and the US Attorney's Office to reduce by vigorous prosecution the illegal use, possession and transfer of firearms. Hundreds of these weapons cases are handled annually, resulting in both state and federal prosecutions. A key goal to the Unit C/Gangs program is to make sure that offenders are held accountable for their criminal behavior and that the rights of victims are protected. The program seeks to hold offenders accountable for committing serious person and property crimes, and seeks to engage other community partners in reducing gang related violence and illegal activities in the schools and neighborhoods.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Cases issued	754	775	750	750
Outcome	Cases resolved	761	735	750	750

#### **Performance Measures Descriptions**

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 Prosecuting violations: Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,551,752	\$52,771	\$1,698,421	\$31,407
Contractual Services	\$44,100	\$0	\$29,600	\$0
Materials & Supplies	\$19,470	\$0	\$19,400	\$0
Internal Services	\$14,736	\$2,638	\$15,681	\$1,570
Total GF/non-GF	\$1,630,058	\$55,409	\$1,763,102	\$32,977
Program Total:	\$1,68	\$1,685,467		6,079
Program FTE	10.63	0.37	11.30	0.20

Program Revenues				
Indirect for Dept. Admin	\$1,842	\$0	\$1,092	\$0
Intergovernmental	\$0	\$55,409	\$0	\$32,977
Total Revenue	\$1,842	\$55,409	\$1,092	\$32,977

# **Explanation of Revenues**

\$32,977 in Juvenile Accountability Incentive Block (JAIB) Grant funding

#### Significant Program Changes

Last Year this program was: 15017 Unit C/Gangs - Robbery, Weapons

This program has been increased by 0.50 FTE with the addition of a Deputy District Attorney III.



# Program #15013A - Misdemeanor Trial Unit, Intake, Community

4/17/2014

 Department:
 District Attorney
 Program Contact:
 Adam Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

This program holds offenders accountable by providing prosecution services for misdemeanor crimes. Intake attorneys review and issue charging documents on misdemeanor cases. Most non-violent offenders qualify for "Community Court" where they can earn a reduction or dismissal of their charges by giving back to local neighborhoods through community service while getting connected with needed social service programs. Offenders who decline or are ineligible for "Community Court" are prosecuted by the attorneys in the Misdemeanor Trial Unit.

# **Program Summary**

This program works collaboratively with the State courts and local law enforcement agencies to prosecute all misdemeanor crimes except those involving domestic violence. The attorneys assigned to Intake screen, issue or reject for prosecution misdemeanor offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Intake attorneys also handle court appearances at the Justice Center including arraignments, DUII Diversion entries, Community Court and early resolution cases.

Cases involving non-violent offenders can also now be referred to the Community Courts located in downtown Portland and Gresham. These courts not only issue sanctions against offenders but also provide access to needed social services such as alcohol treatment, drug treatment and mental health services. With over 6000 cases processed each year, the Community Courts offer a cost-effective collaboration between the state courts, prosecution and social service providers.

Attorneys assigned to the Misdemeanor Trial Unit prepare cases for trial and represent the State of Oregon in misdemeanor jury and bench trials. These attorneys also appear in court on other matters including pleas, sentencings, probation violation hearings, and restitution hearings. Attorneys in the trial unit work collaboratively with the Neighborhood DA program by prosecuting their issued cases. Because of the large volume of cases and the continued expansion of East County, prosecutors present cases to courts located in downtown Portland and also in Gresham.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Cases issued	14295	13000	14000	14000		
Outcome	Cases resolved	10946	11500	12000	12000		
Input	Cases reviewed	17246	15000	16000	16000		

#### **Performance Measures Descriptions**

Output - The number of cases for which a charging document has been created for this unit.

Cases resolved - The number of cases completed and closed in that unit.

Cases reviewed - The total number of cases that have been submitted to that unit.

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,458,001	\$0	\$2,585,023	\$0
Contractual Services	\$51,000	\$0	\$50,700	\$0
Materials & Supplies	\$29,816	\$0	\$31,410	\$0
Internal Services	\$99,712	\$0	\$86,139	\$0
Total GF/non-GF	\$2,638,529	\$0	\$2,753,272	\$0
Program Total:	\$2,638,529		\$2,75	3,272
Program FTE	26.00	0.00	27.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 15018A Misdemeanor Trial Unit, Intake, Community

The Mental Health Deputy District Attorney was transferred to the Domestic Violence Unity in Fiscal Year 2014.



# Program #15014 - Neighborhood DA Program

4/17/2014

**Department:** District Attorney **Program Contact**: Adam Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Neighborhood District Attorney Program is comprised of neighborhood-based Deputy District Attorneys who work directly with local individual citizens, community groups, neighborhood associations, business associations and law enforcement agencies in communities throughout Multnomah County to identify and develop strategies to combat quality of life crimes and improve neighborhood livability. NDAs also review and issues charging documents on misdemeanor cases throughout the county.

# **Program Summary**

This is a nationally recognized model program for engaging a variety of community, business and law enforcement partners in identifying crime issues and developing strategies within a community to combat quality of life crime in neighborhoods throughout Multnomah County. The Neighborhood prosecutors are strategically located in East, North/Northeast, West and the Gresham areas. Each Neighborhood District Attorney (NDA) is responsible for working with the police, other government agencies, businesses and citizens to improve the quality of life in the areas they serve. This includes keeping police officers up to date on criminal law changes, making the criminal justice system user-friendly for responsible area businesses, marshaling prosecution resources to solve entrenched neighborhood problems, attending community meetings and providing legal tools for citizens and police to use to improve their quality of life, such as collaborating on partnership agreements, business trespass agreements, drug impact areas, focused prosecutions and involving citizens to obtain search warrants to close neighborhood drug houses. Specialized prosecutors are contracted with Lloyd Business District and Tri-Met to prosecute crimes and solve crime problems specific to those entities. There is also one additional prosecutor in the North/Northeast area assigned to coordinate county-wide misdemeanor gang prosecutions and probation with the Portland Police and Multnomah County Circuit Court in an effort to have these emerging gang members mentored by area pastors and community leaders. In addition the program issues approximately one half of all misdemeanors processed by the office, including quality-of-life misdemeanors such as drinking, camping, graffiti, drugs and prostitution.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Cases issued	5785	5000	5500	5500		
Outcome	Problem solving contacts	34910	39500	35000	35000		
Input	Cases reviewed	6611	5665	6250	6250		

#### **Performance Measures Descriptions**

Output - The number of cases for which a charging instrument has been created by this unit.

Outcome - The number of problem solving contacts Neighborhood DAs have with citizens, law enforcement, businesses, and neighborhood associations or other special interest organizations.

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistr

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$706,706	\$489,251	\$760,085	\$469,985
Contractual Services	\$0	\$48,675	\$0	\$48,675
Materials & Supplies	\$15,398	\$0	\$13,769	\$0
Internal Services	\$14,764	\$14,163	\$17,633	\$13,020
Total GF/non-GF	\$736,868	\$552,089	\$791,487	\$531,680
Program Total:	\$1,288,957		\$1,32	3,167
Program FTE	5.24	2.26	5.50	2.50

Program Revenues				
Indirect for Dept. Admin	\$9,890	\$0	\$9,053	\$0
Intergovernmental	\$0	\$284,804	\$0	\$251,358
Other / Miscellaneous	\$12,500	\$267,285	\$25,000	\$280,322
Total Revenue	\$22,390	\$552,089	\$34,053	\$531,680

#### **Explanation of Revenues**

\$25,000 in SBAD (john school) revenue for the County General Fund.

\$207,056 in Federal revenue for the Albina neighborhood grant.

\$44,302 in Federal Justice Assistance Grant revenue.

\$75,000 in revenue from the Lloyd Business District.

\$205,322 in revenue from Trimet.

## **Significant Program Changes**

Last Year this program was: 15019A Neighborhood DA Program

The Prostitution Deputy District Attorney was transferred to the Domestic Violence Unity in Fiscal Year 2014.



# Program #15015 - Investigations

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The Investigation unit provides case specific felony investigation, evidence gathering, witness interviews and transport, subpoena service and other trial assistance as is determined by the Deputy District Attorney.

# **Program Summary**

The Investigations unit works closely and in cooperation with federal, state and local law enforcement agencies and Deputy District Attorneys to provide investigation services on high, medium and low level felony cases. With a combination of District Attorney Investigators and Investigators assigned to the office from the Portland Police Bureau, the program provides case specific evidence gathering and evaluation, witness interviews and transport for testimony, background investigations and service of subpoenas that compel witness appearance. Investigations are a crucial and integral part of the prosecution of all felony cases. The Investigations program works to assist in holding offenders accountable by effective and aggressive prosecution.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Subpoenas issued	6778	6800	6800	6800
Outcome	Subpoenas served	5388	8000	6000	6000

#### **Performance Measures Descriptions**

Output - The number of subpoenas given to the investigative staff for personal service.

Outcome - The number of subpoenas for which the personal service was completed.

8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$363,217	\$36,000	\$376,648	\$36,000
Contractual Services	\$32,000	\$0	\$33,490	\$0
Materials & Supplies	\$18,263	\$0	\$18,472	\$0
Internal Services	\$90,180	\$0	\$100,055	\$0
Total GF/non-GF	\$503,660	\$36,000	\$528,665	\$36,000
Program Total:	\$539,660		\$564	,665
Program FTE	3.61	0.39	3.67	0.33

Program Revenues				
Intergovernmental	\$0	\$36,000	\$0	\$36,000
Total Revenue	\$0	\$36,000	\$0	\$36,000

# **Explanation of Revenues**

\$36,000 in revenue from the City of Gresham.

# Significant Program Changes

Last Year this program was: 15020 Investigations



# Program #15016 - Division III Administration

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

This program funds a Chief Deputy District Attorney who provides leadership, policy direction, long and short range planning and daily operational oversight for Division III.

# **Program Summary**

The Chief Deputy District Attorney of Division III is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility over felony trial units A, B, D, and the Pretrial Unit.

The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output		0	0	0	0		
Outcome		0	0	0	0		

#### **Performance Measures Descriptions**

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$178,835	\$0	\$245,514	\$0
Contractual Services	\$21,000	\$0	\$2,000	\$0
Materials & Supplies	\$8,705	\$0	\$7,824	\$0
Internal Services	\$906	\$0	\$2,139	\$0
Total GF/non-GF	\$209,446	\$0	\$257,477	\$0
Program Total:	\$209,446		\$257	<b>7,477</b>
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 15006 Division III Administration



# Program #15017 - Unit A - Property Crimes

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Unit A, the felony trial unit designated to handle property crimes, holds offenders accountable by prosecuting fraud, auto theft, forgery, identity theft, white collar crime and theft and criminal mistreatment crimes that target the elderly. These are mid-level offenders within the public safety system.

# **Program Summary**

This program works in co-operation with local law enforcement agencies and other public safety partners to provide aggressive prosecution of persons arrested and charged with serious property and theft crimes. The work of this unit includes reviewing and prosecuting cases, such as auto theft, forgery, commercial burglaries, criminal mischief (damage to property) and fraud and theft crimes against the elderly.

This program also reviews and prosecutes crimes involving theft of identity which continues to be significant. The program reviews and prosecutes offenders who commit crimes against the businesses in the community. These crimes, which are commonly referred to as white collar crimes, and include forgery, aggravated theft and theft by deception.

The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding offenders accountable for committing serious property crimes. In the continuum of prosecution services, this unit prosecutes medium level offenders and is a key to making sure that offenders are held accountable for their criminal behavior.

This unit is also responsible for staffing and participating in the START court program which is a post-sentencing drug court providing supervision and drug treatment for property offenders.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Cases issued	1328	1200	1250	1250		
Outcome	Cases resolved	1198	1000	1100	1100		
Input	Cases reviewed	1986	1700	1850	1850		

#### **Performance Measures Descriptions**

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistr

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,669,118	\$100,075	\$1,704,864	\$75,225
Contractual Services	\$11,190	\$0	\$11,500	\$0
Materials & Supplies	\$9,398	\$0	\$9,400	\$0
Internal Services	\$9,493	\$0	\$9,658	\$0
Total GF/non-GF	\$1,699,199	\$100,075	\$1,735,422	\$75,225
Program Total:	\$1,799,274		\$1,81	0,646
Program FTE	13.00	1.00	13.24	0.76

Program Revenues				
Intergovernmental	\$0	\$100,075	\$0	\$75,225
Total Revenue	\$0	\$100,075	\$0	\$75,225

# **Explanation of Revenues**

\$75,225 in revenue from the State of Oregon for START court.

# Significant Program Changes

Last Year this program was: 15007 Unit A - Property Crimes



# Program #15018A - Unit B - Drugs/Vice

4/17/2014

**Department:** District Attorney **Program Contact:** Adam Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The Felony Trial Unit B holds offenders accountable by prosecuting drug and vice cases involving: manufacturing, distribution and possession of controlled substances; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. Unit B works closely with local law enforcement to identify and clean areas within the County that have a high level of drug activity, and supports and promotes programs designed to the effective treatment of drug addiction.

# **Program Summary**

This program engages in the review and prosecution of cases involving drug and vice crimes such as the manufacture, distribution and possession of controlled substances; supplying contraband; tampering with drug records; crimes related to illegal gambling; money laundering and child neglect in the first degree involving controlled substances. This program has a key role in the local drug control strategy of reducing the supply of drugs through aggressive enforcement and prosecution. The program works cooperatively with other state and local and federal law enforcement agencies and the Department of Community Justice and the Courts, to reduce the demand for illegal drugs by requiring offenders to enter into mandatory treatment programs and drug courts.

This program stands as the gatekeeper for holding offenders accountable, improving social conditions by requiring addiction treatment, reducing illegal drug activity in our schools and helping to support the cost of local drug treatment programs. In the continuum of prosecution services, this unit prosecutes low, mid-level and high-level offenders and is key to making sure that offenders are held accountable for their criminal behavior. This program responds, investigates, and reviews drug overdose death cases and prosecutes offenders responsible for drug related deaths where appropriate.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Cases issued	1898	1700	1900	1900			
Outcome	Cases resolved	1788	1500	1700	1700			
Input	Cases reviewed	2710	2000	2500	2500			

#### **Performance Measures Descriptions**

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistr

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$927,707	\$0	\$934,438	\$0
Contractual Services	\$4,800	\$0	\$3,000	\$0
Materials & Supplies	\$15,171	\$37,328	\$15,500	\$86,126
Internal Services	\$14,775	\$2,672	\$15,593	\$6,614
Total GF/non-GF	\$962,453	\$40,000	\$968,531	\$92,740
Program Total:	\$1,002,453		\$1,06	1,271
Program FTE	8.00	0.00	8.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$1,866	\$0	\$4,599	\$0	
Beginning Working Capital	\$0	\$40,000	\$0	\$92,740	
Total Revenue	\$1,866	\$40,000	\$4,599	\$92,740	

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 15008A Unit B - Drugs/Vice



# Program #15018B - Service Coordination Team Deputy District Attorney

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

Program Characteristics: Backfill State/Federal/Grant, One-Time-Only Request

#### **Executive Summary**

Funding for this program allows MCDA to continue participation in Service Coordination/Drug Impact Area programs, which work in the areas of prevention, intervention, treatment, housing, and reentry for drug-affected individuals. This position focuses efforts on coordination and community outreach among system partners and geographic areas with high concentrations of drug delivery, drug use, and associated criminal behaviors.

## **Program Summary**

The Service Coordination/Drug Impact Area program is coordinated by a Deputy District Attorney (DDA) works closely with Portland Police Bureau's Behavioral Health Unit (PPB/BHU), Multnomah County Parole and Probation, and the PPB Service Coordination Team (SCT). The DDA performs community outreach, prosecutes drug cases arising in the three current drug impact areas, and coordinates the exclusion program. The DDA reviews statistics, prepares reports, and evaluates the program on an on-going basis. The DDA also reviews cases and makes eligibility and issuing decisions.

The focus of the Drug Impact Area (DIA) is designed to address livability issues, promote effective treatment, impose exclusion from the DIA's, and incapacitate drug dealers through jail/prison terms, when appropriate. The DIA DDA works with system partners to consider seeking from the court an exclusion for certain drug offenders from geographic areas with abnormally high concentrations of heroin, cocaine, and/or marijuana possession/delivery/use.

When criminal cases are accepted, the DDA follows the case through to the ultimate resolution. Time is spent throughout the review and prosecution stages, including grand jury, drug call, settlement conferences, reviewing treatment options, motion hearings, trials, and sentencing. The DDA meets on a weekly basis with the PPB BHU, Multnomah County Parole and Probation, and SCT programs coordinator to staff cases and make treatment referrals where appropriate.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Cases issued	343	300	325	325
Outcome	Cases resolved	313	300	325	325

# **Performance Measures Descriptions**

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$131,878	\$141,529	\$0
Total GF/non-GF	\$0	\$131,878	\$141,529	\$0
Program Total:	\$131,878		\$141	,529
Program FTE	0.00	1.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$131,878	\$0	\$0
Total Revenue	\$0	\$131,878	\$0	\$0

#### **Explanation of Revenues**

## Significant Program Changes

Last Year this program was: 15008B Unit B - Drug Impact Area Deputy DA 2



#### Program #15019 - Unit D - Violent Person Crimes

4/17/2014

 Department:
 District Attorney
 Program Contact:
 Adam Brown

Program Offer Type: Existing Operating Program P

Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

Felony Trial Unit D prosecutes cases involving violent person crimes such as aggravated murder, other types of homicide, aggravated assault, rape, kidnap, sex offenses, attempted murder, compelling prostitution and official misconduct. These cases involve some of the most serious or highest level offenders and some medium level offenders.

# **Program Summary**

This program works in close cooperation with federal, state and local law enforcement agencies to prosecute some of the most serious crimes that occur in Multnomah County. The program is a key partner in the East County Major Crimes Unit which target and respond to the most serious crimes and serves the East County communities. The program protects the public and holds offenders accountable through the prosecution of crimes involving aggravated murder, other types of homicide, aggravated assault, rape, kidnap, sex offenses, attempted murder and compelling prostitution. In cooperation with a variety of law enforcement and other agencies, this program investigates and, when appropriate, prosecutes cases involving official misconduct of public officials. The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding high and medium level offenders accountable for committing serious person crimes or official misconduct.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Cases issued	384	450	400	400		
Outcome	Cases resolved	354	450	400	400		

#### **Performance Measures Descriptions**

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

Input - the total number of cases that have been submitted to this unit.

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistr

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,023,734	\$0	\$1,093,579	\$0
Contractual Services	\$19,000	\$0	\$19,000	\$0
Materials & Supplies	\$13,652	\$0	\$13,621	\$0
Internal Services	\$12,615	\$0	\$13,554	\$0
Total GF/non-GF	\$1,069,001	\$0	\$1,139,754	\$0
Program Total: \$1,069,001		9,001	\$1,13	9,754
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 15009 Unit D - Violent Person Crimes



#### Program #15020 - Pre-Trial Unit

4/17/2014

Department:District AttorneyProgram Contact:Adam BrownProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Pre-Trial unit coordinates the following for the District Attorney's Office: judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process.

# **Program Summary**

This program provides a variety of important functions within the District Attorney's office including felony arraignment court appearances, civil litigation, post-conviction relief and appeals. The pre-trial unit also works with the Governor's office in fugitive and extradition matters. All public records request are reviewed by the Pre-Trial department. The program also provides administration for the Grand Jury which meets to review evidence on felony criminal cases to determine if an indictment should be issued. For people who qualify, this program provides a process for the expungement of records.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Cases issued	289	300	300	300		
Outcome	Cases resolved	288	295	300	300		

#### **Performance Measures Descriptions**

Output - the number of cases for which a charging document has been created in this unit.

Outcome - the number of cases completed and closed in this unit.

ORS 138.081 - Appeals; ORS Chapter 34 - Writs of Habeas Corpus; ORS Chapters 132 and 135 - Grand Jury and pre-trial and felony arraignments.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,109,972	\$0	\$1,118,130	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$5,604	\$0	\$5,153	\$0
Internal Services	\$5,788	\$0	\$5,900	\$0
Total GF/non-GF	\$1,121,664	\$0	\$1,129,483	\$0
Program Total:	\$1,12	1,664	\$1,12	9,483
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 15010 Pre-Trial Unit

# Department Overview

The Multnomah County Health Department is guided by its vision of Healthy People in Healthy Communities. The Health Department seeks to protect against threats to health, to ensure access to health care for Multnomah County residents, and to promote health.

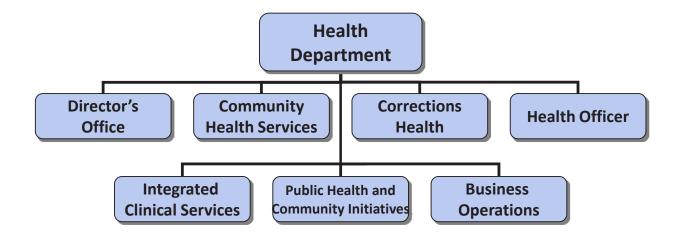
The department is participating in an unprecedented number of partnerships with community based organizations, other health departments and health care organizations to identify health issues and address them from both an individual and community wide perspective.

One of those partnerships is the Healthy Columbia Willamette health needs assessment. This twenty member, two state, four county collaborative is creating a community wide needs assessment required by the Affordable Care Act. The partnership has identified the following three health needs:

- Access to affordable health care,
- Behavioral health focusing on preventing suicide and opiate misuse, and
- Chronic disease focusing on promoting breastfeeding and preventing/ reducing tobacco use.

As the Health Department develops its strategic plan for 2014 -2017, the department will incorporate this work with an emphasis on addressing racial and ethnic health disparities.

The Health Department's mission, vision and values directly support the Board of County Commissioners' mission, vision and values statement. Like the broader County, the department prioritizes the health needs of the most vulnerable while promoting and protecting the health of the whole community. The Health Department incorporates the values of social justice, integrity, stewardship, innovation and sustainability into what it does and how it does it.



# Budget Overview

The FY 2015 budget for the Health Department is \$167.1 million with 1,001.83 FTE. A little over 57% - over \$96 million - of the budget comes from the County General Fund, with the remaining \$71 million coming from Federal and State revenue, Medicaid and other medical fee revenue, and emergency response and ambulance fees.

The FY 2015 budget represents a 1%, or \$1.7 million, increase in total spending over the FY 2014 adopted budget. This is made up of a \$1.5 million, or 1.5%, decrease in the General Fund and a \$3.1 million, or 4.6%, increase in the Federal/State Fund. A significant factor in the decrease in the General Fund and increase in the Federal/State Fund is a change in budgeting for dental services. In the FY 2014 adopted budget, the department anticipated that certain changes in dental services payment methods would result in a shift of payments to the General Fund. However, that shift did not materialize, so the FY 2015 budget moves a portion of the budget for dental services back to the Federal/State Fund.

The FY 2015 FTE have decreased from 1,007.93 in FY 2014 to 1,001.83 in FY 2015, a 0.6% decrease. This is largely related to the Health Department's federal grant application for the Healthy Birth Initiative program; a previous federal grant supported 6.80 FTE in this program in FY 2014. Because the department does not anticipate learning whether it has obtained the new grant until June 2014, the FY 2015 budget does not include the dollars or FTE associated with that program.

The following programs are funded on a one-time-only basis:

- 40008B: Vector-Borne Disease Prevention and Code Enforcement Replace Vector Boat - \$49,000
- 40032B: Medical Coding ICD 10 Training \$194,112
- 40050D: Corrections Health MCDC Hospital Services for Inmates \$439,000
- 40051E: Corrections Health Eligibility Screening and Nursing Services -\$210,556
- 40059: Mental Health Pilot Corrections Health \$385,820

<b>Budget Trends</b>		FY 2014	FY 2014	FY 2015	
	FY 2013	Current	Adopted	Proposed	
	<u>Actual</u>	<b>Estimate</b>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	998.22	1,008.34	1,007.93	1,001.83	(6.10)
Personnel Services	\$102,064,948	\$108,266,560	\$111,569,360	\$112,057,865	\$488,505
Contractual Services	15,351,744	14,216,196	16,036,071	14,060,959	(1,975,112)
Materials & Supplies	39,109,158	37,072,757	37,702,361	40,734,199	3,031,838
Capital Outlay	737,085	<u>52,986</u>	<u>93,631</u>	<u>214,475</u>	120,844
Total Costs	\$157,262,935	\$159,608,499	\$165,401,423	\$167,067,498	\$1,666,075

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances.

# Successes and Challenges

The department continues to protect the health of the community, respond to emerging needs and provide comprehensive health care services in the state's largest Federally Qualified Health Center. The department continues to serve as a national model in its health policy work and its efforts to address health disparities.

The Health Department, working with its partners from across the County, continues to meet the challenge of health care transformation in Oregon. This transformation requires the department evolve its model of primary care; work with its funders to align funding with new service delivery models; upgrade its technology to enable communication with its partners; and seek integration points between its public health work and integrated health care system. This work requires creative problem solving, innovation and collaboration across a broad spectrum of staff and community partners. After two years of planning, the Affordable Care Act (ACA) expansion of health care coverage has begun and the department will continue to assess demand for services.

In this dynamic environment it has been difficult to predict the impact these changes will have on revenue. In FY 2013, the department fell short of fee revenue estimates. The current fiscal year has also been challenging. The model of care has evolved, but reimbursement methods have been slower to change. Even though very reasonable methods were used to create the FY 2015 revenue projections for Primary Care and Dental, they are very aggressive when compared to current fee income. While achievable, there remains uncertainty about how quickly all of the changes in the healthcare environment will settle making forecasting more predictable.

Corrections Health services are challenged to meet the needs of a population with multiple risk factors and serious health problems. Although the department continues to struggle with insufficient resources to address mental health issues in the jail, the department now utilizes electronic medical records to follow individuals' care from the community to the jail and out again—facilitating better discharge planning.

The Health Department serves and protects a highly diverse population in Multnomah County. The department is deepening and improving its focus on cultural competency in service planning, community health outreach and services delivery. The department focuses its public health outreach, policy, planning and evaluation work on health disparities and methods for closing the racial gap in health outcomes.

Communities in Multnomah County depend upon the Health Department's regulatory and public health oversight in order to get information about steps to protect their health and to remain healthy. State and Federal resources for these functions continue to remain flat or decline, creating an ongoing fight to maintain these functions at acceptable levels.

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# Diversity and Equity

The Health Department has long been a leader at the County in cultural diversity work by hiring a diverse workforce, providing cultural competency training for staff, creating language access at service sites and identifying and addressing racial and ethnic health disparities.

- The department was the first in the County to develop a cultural competency/ diversity committee. The Diversity and Quality Team continues to be very active today linking cultural competency with quality service.
- The department adopted uniform standards, practices and policies to eliminate the disparities in health outcomes for different population groups.
- Building Partnerships Across Difference is an intensive experiential training
  to help all participants understand bias and privilege and commit to work
  together to end them. The Health Department has offered this training to all
  staff for many years. This year the department increased/improved the venues
  and accessibility of BPAD trainings to ensure equitable access to professional
  development opportunities for all in the department.
- The Reform in Cultural Competence Initiative created a new framework to nurture the department's staff and volunteers' ability to deliver quality, culturally competent and appropriate services.
- The department received a grant from the Oregon Health Authority to develop a relevant cultural competence curriculum for both provider and non clinician staff.
- The department initially developed the Equity and Empowerment Lens that is now used across the region to examine equity issues in program and policy decision making. The department continues to train staff as equity facilitators to increase the use of the Equity and Empowerment Lens.

# Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$2,286,665	\$0	\$2,286,665	13.00
Community Health Services	19,517,449	19,893,324	39,410,773	244.60
Corrections Health	15,461,963	0	15,461,963	92.30
Health Officer	5,096,415	1,537,381	6,633,796	32.69
Integrated Clinical Services	40,867,004	47,004,311	87,871,315	523.12
Public Health and Community Initiatives	2,978,095	2,559,270	5,537,365	33.77
Business Operations	9,853,121	12,500	9,865,621	<u>62.35</u>
Total Health Department	\$96,060,713	\$71,006,785	\$167,067,498	1,001.83

# Director's Office

The Director's Office is responsible for providing leadership committed to the Health Department's vision of Healthy People in Healthy Communities; its mission to ensure, promote and protect the health of Multnomah County residents; and to set its strategic direction to fulfill its mission. The Director's Office leads and is responsible for a Department of more than 1,000 employees with more than \$167 million in State, County and Federally funded programs and services.

The Director is the primary liaison to federal, state, county and local elected officials, the Community Health Council and County department leadership. The members of the Department Leadership Team report to the Health Department Director and are responsible for leading the six major Divisions in the Health Department: Business Operations, Community Health Services, Corrections Health, Integrated Clinical Services, Public Health and Community Initiatives and TriCounty Health Officer.

The leadership team is responsible for the provision of quality best practice services; strategic partnerships; leadership and direction for public health issues; stewardship of public resources; continuous improvement of service delivery systems; public health emergency preparedness and maintenance of a diverse qualified workforce with high job satisfaction.

# Significant Changes

In FY 2014, Health Transformation continues to be a major focus for the Director's Office. According to the Oregon Health Authority, the purpose of Oregon Health Transformation is, "to improve the health delivery system for Oregon Health Plan and Medicaid clients. The plan focuses on coordinated mental, physical, behavioral and oral health to free up dollars trapped in an inefficient system, increase focus on prevention and improve care". The Health Department is working across County departments, counties and private organizations such as hospitals to implement this transformation.

Health Transformation and other factors continue to impact the Health Department's revenue picture. The department will continue to take proactive steps to maximize its revenue in order to continue to provide a high volume and quality of care. Health Transformation also impacts Corrections Health services. The department will work with health, mental health and public safety partners to address these changes.

# Community Health Services

Community Health Services addresses public health issues through direct services, initiatives, policy interventions, and community partnerships with a focus on health equity, prevention and health promotion.

Communicable Disease Services fulfills the mandate to limit the spread of reportable communicable diseases. The STD/HIV/Hepatitis C Program addresses sexually transmitted disease and those living with the chronic illnesses associated with these infections. Community Epidemiology Services provide epidemiology, informatics, and quality improvement to improve the health and wellbeing of the communities the County serves.

Early Childhood Services and Healthy Birth Initiative work to ensure that basic health and developmental needs of young families and children with special health needs are met. The Women, Infants and Children Program supports breastfeeding and provides developmental screening, referral, and supplemental nutrition to young families.

Environmental Health Services protects the safety of the county by providing health inspections of licensed facilities, controlling vector-borne disease and assuring healthy indoor environments.

# Significant Changes

Community Health Services is changing the models for maternal child health services. These changes are designed to ensure a focus on health equity, maintain services to families that are not going to receive services in other ways and ensure that the budget is sustainable. Grant funding for the division's critical work addressing maternal and child health in the African American community is decreasing with increased expectations of numbers of clients served. The division is developing culturally specific approaches for Native American/American Indian communities. Community Health Services is preparing to align its general fund investments in healthy families with the Early Learning Multnomah work focusing on success for children of color. Families tell the division they want more mental health consultation than its models currently provide.

Communicable Disease has seen the number of schools directly supported for the school exclusion program increase dramatically while state funding has not kept pace, resulting in reduced customer service. A new STD grant supports expanded surveillance activities and represents the division's heightened efforts in addressing increased syphilis and gonorrhea rates.

New one-time-only funding will allow the Vector program to replace an aging boat and new ongoing support for Communicable Disease Services will better meet the health needs of the refugee communities. The Health Department will know more about the status of the federal funding request for the Healthy Birth Initiative in the late spring and will return to the Board at that time with an update.

# Corrections Health

The Corrections Health program meets mandated standards that assure access to care and safeguards the health of those who are in detention. A wide variety of health care services are in place to meet the urgent needs of detained adults in the Multnomah County Detention Center (MCDC) and the Multnomah County Inverness Jail (MCIJ) and youth in the Donald E. Long Home.

From first entering the jail at booking until being released or transferred to another setting staff provide around-the-clock health evaluation, illness identification and treatment services for over 38,000 adults a year. Over 60% have serious, unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol/drug withdrawal and major mental/behavioral illnesses. Stabilizing health conditions allows detainees to participate in their legal cases, which is their right as a citizen.

At the juvenile facility, licensed nursing staff provide services 16 hours a day, including screening, symptom evaluation and treatment for over 2,000 youth per year. More than 35% of the youth are receiving mental health treatment including medications. Health promotion and sexually transmitted disease (STD) treatment are a focus for the youth to improve their health and lower the rate of STD transmission once they return to the community. Healthy transition from jail to the community is a focus of the division's work.

# Significant Changes

Corrections Health continues to implement quality improvement activities including:

- Partnered with the community to coordinate Oregon Health Plan eligibility screening for jail clients newly eligible for Medicaid.
- Continued collaboration with community partners to increase discharge planning for appropriate services for jail clients leaving custody.
- Working with the Sheriff's Office, the Department of Community Justice and the Department of County Human Services, increased coordination and evaluated efficiency of suicide prevention strategies employed at the jails.
- Reduce costs and assure efficiency, quality, and safety of health services
  within the jail. This includes a new opportunity to decrease outside medical
  costs for hospitalization because hospitals can now bill to the Oregon Health
  Plan when eligible inmates are hospitalized for more than 24 hours.
- New one-time-only support will allow Corrections Health to have mental health staff available for 24/7 suicide watch, continue Medicaid eligibility and enrollment work, and provide additional nursing services at the downtown Detention Center.

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# Health Officer

The Office of the Health Officer provides physician consultation, technical direction and leadership to support public health activities and clinical services in Multnomah County fulfilling a requirement from the Oregon statues. The Health Officer oversees deputy health officers for Multnomah, Clackamas and Washington counties to improve the consistency and quality of public health service in the Tri-County area and to ensure public health input on regional issues including health reform.

Emergency Medical Services coordinates, regulates, and improves the quality of ambulance and other pre-hospital medical services for people experiencing a medical emergency, and provides physician medical direction to all emergency medical responders in the County.

Public Health and Regional Health System Emergency Preparedness assure the Health Department and the community are prepared to manage the public health aspects of emergencies and that health care delivery providers in the six-county NW Oregon region are prepared to provide effective medical care in the face of emergencies with large and complex health impacts.

The Medical Examiner is responsible for establishing the cause and manner of death of county residents who die under special circumstances.

# Significant Changes

The Multnomah County deputy health officer's time has been increased in order to provide adequate response to increasingly complex community health needs.

Emergency Medical Services received a portion of a federal health reform grant to employ four Licensed Clinical Social Workers to reduce the number of patients who frequently call 911. Social workers work together with emergency response agencies to identify program candidates, perform assessments, determine and implement strategies to reduce unnecessary calls to 911, improve the patient's health care experience, improve the patient's health, and reduce medical costs.

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# Integrated Clinical Services

Integrated Clinical Services (ICS) provides quality health services for people who experience barriers to accessing health care. Culturally relevant clinical services provided by ICS link physical and behavioral health and social services for the poor, uninsured and homeless populations. Services include dental and medical care, disease management for chronic illness, specialized care for HIV positive individuals, behavioral health, family planning, prenatal care, enabling services and preventive services such as well child health care. Integrating these personal health care services provides clients with continuity of care, improves quality, operational efficiencies, and maximizes opportunities with grants and programs for special populations.

Clinical services are provided in 8 primary care clinic sites. Oral health and prevention services, located at 6 dental sites, provide much needed access to dental care for children and adults. Thirteen School Based Health clinics (SBHC's) provide primary care services to adolescents in the schools and surrounding community.

ICS staff continue work responding to changes required by federal and state health reform. ICS's services and quality improvement efforts (patient centered medical home/quality improvement initiative) align with the framework adopted to improve quality and reduce costs.

# Significant Changes

Integrated Clinical Services continues to innovate and refine services to meet the increased need and changing demands of health system reform. This includes monitoring the mix of uninsured and insured patients and implementing strategies to utilize all the clinics' capacity to meet demands for care. Health Center staff worked with both area Coordinated Care Organizations to provide access and health outcome metrics required of person centered medical homes and health transformation. ICS also partnered with community providers to provide expanded access to primary care services.

In May 2014, School Based Health Centers in collaboration with Centennial School District opened a new SBHC at Centennial High School. Staff from the Eastside Teen Clinic transferred to the new site.

Staff worked closely with uninsured clients to assist with their enrollment in the Oregon Health Plan.

New one-time-only money will allow the Health Department to prepare and train providers in the new ICD-10 medical coding requirements.

The Health Department will return to the Board in FY 2015 with an update on dental service demand and a request, at that time, to increase ICS's dental capacity if warranted.

# Public Health and Community Initiatives

The Public Health and Community Initiatives Division supports the Health Department by conducting planning, evaluations and community health assessments; mobilizing community partners and sustaining community relationships; identifying and implementing policy and environment change strategies; and pursuing health equity. Public Health and Community Initiatives works with Department leadership to develop and support policy and regulations that result in improved health outcomes for all communities in Multnomah County.

The combination of the core function areas brings together expertise and coordination working upstream to impact chronic disease; violence prevention; provide community health worker training; health assessment; health impact assessment; policy analysis and development; community-based planning; community capacity building; grant development; and program design and evaluation.

# Significant Changes

The Public Health and Community Initiatives Division was established to combine already existing Department functions related to community health assessment, planning and evaluation, partnerships, training, and policy development to support and strengthen the overall positive health impact on community health.

# Business Operations

Business Operations includes Workforce Development, Human Resources, and Training services for more than 1,000 employees. The Budget, Accounting, Financial and Contracting services manage all financial activity for a \$167 million organization. They are liaisons for the Department with the Department of County Assets and Department of County Management, coordinating the provision of services such as IT, facilities, fleet services and assuring compliance with County policies.

Human Resources and Training's Workforce Development provides guidance and consultation in the areas of administrative procedures, recruitment, employee/labor management issues, management competency, labor contract interpretation, and legal compliance.

Business Services - Accounts Payable, Contracts and Purchasing, Accounting, Financial, and Medical Billing teams, are responsible for collecting and reporting all payments, grant accounting, budget development and monitoring, medical billing and client collection services.

# Significant Changes

Human Resources and Workforce Development are responding to changes which require background checks for a larger portion of the Health Department workforce. In addition, the newly adopted Cultural Competence Policy Framework will require additional staff training and support.

Healthcare transformation changes continue to dominate the landscape for Business Services. The department is working closely with the Coordinated Care Organizations, the State of Oregon, and the Centers for Medicare and Medicaid Services (CMS) to anticipate changes that affect fee revenue, including how the department documents and substantiates services to ensure maximum reimbursement is obtained for all medical, dental and specialty services.

The 10th revision of the International Classification of Disease (ICD-10) will happen in late 2015. This change is affecting all medical practices in the United States, changing the way clinicians code and get paid.

Implementation of an alternative payment method for the department's Federally Qualified Health Center (FQHC) services will take place in 2014, requiring new systems and methods for tracking patients and services to ensure the department makes the most of available revenue.

Health Department
The following table shows the programs by division that make up the department's total budget. The individual programs follow in numerical order.

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Director's O	ffice				
40000	Health Department Director's Office	\$1,586,178	\$0	\$1,586,178	6.00
40003	Health Department Leadership Team Support	700,487	0	700,487	7.00
Community	Health Services				
40007	Health Inspections and Education	3,469,035	92,715	3,561,750	26.05
40008A	Vector-Borne Disease Prevention and Code Enforcement	1,306,458	0	1,306,458	10.00
40008B	Vector-Borne Disease Prevention and Code Enforcement – Replace Vector Boat	49,000	0	49,000	0.00
40009	Vital Records	0	636,830	636,830	5.58
40010A	Communicable Disease Prevention and Control	2,304,256	1,189,294	3,493,549	26.20
40010B	Communicable Disease Prevention and Control – Refugee Health Coordination	56,537	0	56,537	0.50
40011	STD/HIV/Hep C Community Prevention Program	2,733,247	1,761,007	4,494,255	26.68
40012	Services for Persons Living with HIV	603,681	6,426,659	7,030,340	29.30
40014	Immunizations	256,888	311,940	568,828	4.00
40015	Lead Poisoning Prevention	101,176	180,000	281,176	1.40
40018	Women, Infants and Children (WIC)	1,476,867	3,074,222	4,551,089	40.76
40025	Adolescent Health Promotion	342,042	147,074	489,116	4.38
40037	Environmental Health Education, Outreach and Housing	464,855	1,169,774	1,634,629	9.35
40048	Community Epidemiology	630,132	0	630,132	4.50
40054	Nurse Family Partnership	2,092,189	1,547,068	3,639,257	22.12
40055	CaCoon	1,132,472	1,316,632	2,449,104	11.32
40056	Healthy Families	1,203,883	1,616,349	2,820,232	10.23
40057	Future Generations Collaborative	127,127	61,072	188,199	1.00
40058A	Healthy Birth Initiative	1,167,603	362,688	1,530,291	11.23
Corrections	Health				
40049	Corrections Health Juvenile Detention	632,054	0	632,054	3.60
40050A	Corrections Health Multnomah County Detention Center (MCDC)	4,038,185	0	4,038,185	23.00
40050B	Corrections Health MCDC Clinical Services and 4th Floor Housing	2,322,805	0	2,322,805	13.72

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Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Corrections	Health (cont.)				
40050C	Corrections Health MCDC Housing Floors 5, 6, 7 & 8	2,359,051	0	2,359,051	13.40
40050D	Corrections Health MCDC – Hospital Services for Inmates	439,000	0	439,000	0.00
40051A	Corrections Health Inverness Jail (MCIJ) Clinical Services	2,559,871	0	2,559,871	13.98
40051B	Corrections Health MCIJ General Housing Dorms 4 - 11	1,353,775	0	1,353,775	10.20
40051C	Corrections Health MCIJ Dorms 12 - 18 and Infirmary	1,160,846	0	1,160,846	7.80
40051E	Corrections Health – Eligibility Screening and Nursing Services	210,556	0	210,556	2.40
40059	Mental Health Pilot - Corrections Health	385,820	0	385,820	4.20
Health Offic	er				
40002	Tri-County Health Officer	332,246	339,000	671,246	2.30
40004	Ambulance Services (EMS)	1,819,074	441,947	2,261,021	9.40
40005	Public Health & Regional Health Systems Emergency Preparedness	49,194	642,223	691,417	3.59
40030	Medical Directors (Physician, Nurse Practitioner and Nursing)	1,800,960	114,211	1,915,171	8.20
40052	Medical Examiner	1,094,941	0	1,094,941	9.20
Integrated C	Clinical Services				
40016	Medicaid/Medicare Eligibility	427,249	1,075,970	1,503,219	15.46
40017A	Dental Services	8,893,211	7,822,954	16,716,165	100.34
40019	North Portland Health Clinic	2,210,236	2,190,851	4,401,087	28.00
40020	Northeast Health Clinic	2,867,982	3,229,966	6,097,948	39.20
40022	Mid County Health Clinic	6,690,789	4,801,824	11,492,613	69.90
40023	East County Health Clinic	5,165,289	4,160,513	9,325,802	58.00
40024	School Based Health Centers	3,523,616	2,164,744	5,688,360	36.17
40026	La Clinica de Buena Salud	890,865	1,118,033	2,008,898	11.40
40027	Southeast Health Clinic	1,130,429	2,604,645	3,735,074	20.20
40029	Rockwood Community Health Clinic	2,329,521	2,424,078	4,753,599	30.00
40031	Pharmacy	0	13,902,740	13,902,740	54.05
40032A	Lab and Medical Records	3,263,948	0	3,263,948	26.90
40032B	Medical Coding ICD 10 Training	194,112	0	194,112	0.00
40033	Primary Care and Dental Access and Referral	835,146	265,000	1,100,146	9.60
40034	Quality Assurance	2,193,507	1,242,993	3,436,499	22.60
40036	Community Health Council and Civic Governance	251,104	0	251,104	1.30

# **Health** Department

# fy2015 **proposed** budget

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Public Healt	th and Community Initiatives				
40035	Health Assessment, Planning and Evaluation	1,515,739	2,036,860	3,552,599	19.24
40038	Health Promotion and Community Capacity Building	672,749	330,000	1,002,749	7.56
40045	Health Equity Initiative (Racial Justice Focus)	452,661	0	452,661	3.40
40047	Public Health Community Initiatives	336,946	192,410	529,356	3.57
Business Op	perations				
40039	Business Operations- Human Resources and Training	2,630,363	12,500	2,642,863	19.05
40040	Business Operations - Financial Services and Operations	4,081,040	0	4,081,040	30.30
40041	Business Operations - Medical Billing	<u>3,141,718</u>	<u>0</u>	<u>3,141,718</u>	<u>13.00</u>
	Total Health Department	\$96,060,713	\$71,006,785	\$167,067,498	1,001.83



# Program #40000 - Health Department Director's Office

4/16/2014

**Department:** Health Department **Program Contact:** Joanne Fuller

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

The Health Department Director's Office provides leadership for the broad mission of the department including strategic planning, legislative initiatives, integration of department activities, communications, integration with other county departments and health care transformation. The director leads the department leadership team which includes management of both clinical and public health functions.

# **Program Summary**

The director and department leadership team are responsible for integration of health services and operations to provide quality, best practice services; strategic partnerships with a wide range of community organizations; leadership and direction for public health issues and policy; stewardship of finances, facilities and personnel; continuous improvement of service delivery; public health emergency preparedness and support for a diverse and qualified workforce with high job satisfaction.

The Director's Office is responsible for leadership committed to the Health Department's mission, vision, values and strategic objectives. The office is the primary liaison to federal, state, county and local elected officials. The director works with other county departments and community partners to lead the implementation of health care transformation within the County.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Increased access to Health Dept. services as measured by # of clients served.	156,237	168, 925	158,424	160,642			
Outcome	Annual Federal and State resources \$ leveraged for services (expressed in millions.)	\$99 mil	\$103 mil	\$96 mil	\$102 mil			
Output	# of times MCHD is in local and national news media	39	70	70	70			

# **Performance Measures Descriptions**

In FY 13-14, we changed the # of business related/professional all staff dept communication to the # of times MCHD is in the local and national news media. This measure is more meaningful as it highlights internal and external communication efforts and increased visibility. ~700 clients from Westside Health Center were transferred to Central City Concern in FY13.

ORS 431.418 Local public health administrator (1) Each district board of health shall appoint a qualified public health administrator or supervise the activities of the district in accordance with law. (2) Each county governing body in a county that has created a county board of health under ORS 431.412 shall appoint a qualified public health administrator to supervise the activities of the county health department in accordance with law.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,127,321	\$0	\$1,151,533	\$0
Contractual Services	\$78,200	\$0	\$59,100	\$0
Materials & Supplies	\$185,852	\$0	\$199,461	\$0
Internal Services	\$174,749	\$0	\$176,084	\$0
Total GF/non-GF	\$1,566,122	\$0	\$1,586,178	\$0
Program Total:	\$1,566,122		\$1,586,178	
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 40000 Health Department Leadership Team



# Program #40002 - Tri-County Health Officer

4/16/2014

**Department:** Health Department **Program Contact:** Jennifer Vines

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Office of the Tri-County Health Officer provides public health physician consultation, medical direction, and leadership to health department administrators, program staff and community partners. This cooperative effort of the metro-county health departments is intended to: (1) Improve the consistency and quality of public health services in the three counties, (2) Increase learning and collaboration across the counties, and (3) Improve the quality, efficiency and effectiveness of Health Officer services, both as a region and for individual counties.

#### **Program Summary**

The Tri-County Health Officer Program (TCHO) provides medical consultation, technical counsel, and leadership by three public health physicians to Multnomah, Clackamas and Washington County Health Departments and their respective community partners.

Historically, each of the three counties employed or contracted with an individual to serve as County Health Officer. Through Intergovernmental Agreements (IGA) with Clackamas and Washington county health departments, the TCHO is better able to provide high quality health officer services, and maximize the departments' relatively small amount of public health physician resources more effectively and efficiently. In Multnomah County for example, the TCHO: (1) participates in enforcement of public health laws; (2) supervises select public health programs; (3) works with department staff, other county agencies, and community groups to manage critical public health problems; and (4) participates in department administration.

The program supports Multnomah County Health Department's goals by providing effective and accountable local public health practice leadership and medical direction that results in quality clinical and health promotion programs. In the current fiscal year, through the joint efforts of the TCHO, health officer program staff were able to provide leadership on chronic disease prevention programs, address issues of communicable disease control, and advise county and department staff on individual case management for communicable diseases.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Contract deliverables are met by the end of fiscal year.	90%	90%	90%	90%			
Outcome	County stakeholders express satisfaction in program delivery and results.	90%	90%	100%	100%			

#### **Performance Measures Descriptions**

2) measured by renewal of intergovernmental agreement through FY16. TCHO program staff meet regularly with county health administrators to review service delivery, program satisfaction, and progress on individual workplan items. Contract deliverables for FY15 will be negotiated and finalized by June 30, 2014. These will provide guidance for work priorities and program activities.

ORS 431.418 requires counties to employ or contract with a physician to serve as County Health Officer. Intergovernmental agreements with Clackamas and Washington counties specify Health Officer services that Multnomah County is required to provide as well as expected outcomes and evaluation measures.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$215,131	\$304,090	\$313,525	\$293,212
Contractual Services	\$500	\$0	\$0	\$0
Materials & Supplies	\$1,474	\$6,468	\$2,620	\$5,858
Internal Services	\$21,365	\$39,442	\$16,101	\$39,930
Total GF/non-GF	\$238,470	\$350,000	\$332,246	\$339,000
Program Total:	\$588	\$588,470		,246
Program FTE	0.80	1.50	1.10	1.20

Program Revenues						
Indirect for Dept. Admin	\$22,444	\$0	\$23,090	\$0		
Intergovernmental	\$0	\$350,000	\$0	\$339,000		
Total Revenue	\$22,444	\$350,000	\$23,090	\$339,000		

# **Explanation of Revenues**

Clackamas and Washington counties meet their ORS 431.418 requirements for health officer services through intergovernmental agreements (IGA) with Multnomah County. The Tri-County Health Officer is funded by \$339,000 in revenue from Clackamas and Washington counties.

# Significant Program Changes

Last Year this program was: 40002 Tri-County Health Officer



# Program #40003 - Health Department Leadership Team Support

4/16/2014

**Department:** Health Department **Program Contact:** Joanne Fuller

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs: 40000

**Program Characteristics:** 

# **Executive Summary**

This program pools administrative support for the Department's senior leadership team under one supervisor so that staff and resources can be efficiently shared.

# **Program Summary**

The Department Leadership Team (DLT) support team reduces duplication of effort and increases effectiveness of administrative support to leaders and program staff by coordinating workloads and cross-training. A single point of supervision and leadership provides consistent performance expectations and evaluations. Team members provide staffing, scheduling, meeting/event preparation, technical support, special projects, minutes and project support for the Department Director, Deputy Director, Director of Nursing Practice, Public Health and Community Initiatives Executive Advisor, Health Officer, Community Health Services Program Manager Senior and their senior managers. Team members provide general office services, such as copying, travel and training, time and attendance records (TARS) entry, supply ordering, mailings, mail distribution, telephone, computer programs, minutes, surveys, operation of the Department's main telephone lines and front office reception on the Director's floor.

This program offer supports the Health Department Leadership Team's ability to achieve accountability, to manage resources and service delivery costs effectively, to equitably evaluate and streamline delivery of services and County operations, to provide reliable information for decision-making, which improves and reporting results.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	% of projects completed on time with an error rate not to exceed 3%.	90%	92%	92%	92%			
Outcome	Annual satisfaction rating by Department Leadership Team on scale of 1 to 10.	8	9	9	9			

# **Performance Measures Descriptions**

Survey of Department Leadership members conducted at end of fiscal year will meet or exceed 8 (on a scale of 1-10).

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$538,536	\$0	\$595,001	\$0
Contractual Services	\$60,000	\$0	\$5,000	\$0
Materials & Supplies	\$32,011	\$0	\$29,713	\$0
Internal Services	\$69,546	\$0	\$70,773	\$0
Total GF/non-GF	\$700,093	\$0	\$700,487	\$0
Program Total:	\$700	\$700,093		),487
Program FTE	7.10	0.00	7.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 40003 Health Department Leadership Team Support



# Program #40004 - Ambulance Services (EMS)

4/16/2014

Department:Health DepartmentProgram Contact:Darrell KnottProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

Emergency Medical Services (EMS) plans, regulates, coordinates, and provides medical supervision and quality assurance for all pre-hospital emergency care provided by an exclusive ambulance contractor and the fire departments in the County.

# **Program Summary**

The MC EMS Program has five major functions: 1) Management of the emergency ambulance contract to assure that performance criteria are met by the ambulance provider contracted with the County under an exclusive franchise agreement.

- 2) Medical supervision of all medical care provided by 911 dispatchers, 911 EMS providers and non-911 ambulance providers, including EMTs and paramedics. Immediate medical advice for responders is provided via radio by OHSU under the supervision of the MC EMS Medical Director.
- 3) Establishment of quality standards for EMS services provided to the citizens of Multnomah County. MC EMS uses the Continuous Quality Improvement (CQI) process to monitor and improve the quality of service provided to the public.
- 4) Regulation of all ambulance business in the County in accordance with the ambulance ordinance, MCC 21.400. Regulation includes licensing and inspection of ambulances, review of ambulance contractor operations, levying fines for substandard contract performance and violation of administrative rules, and supervision of medical care.
- 5) Coordination of medical first response and medical dispatch. All 911 fire and EMS responders in the County are dispatched by the City of Portland 9-1-1 Dispatch Center (Bureau of Emergency Communications). MC EMS assures that the 911 medical dispatch protocols are consistent with the care provided by the EMS providers. The fire departments of Portland, Gresham, Portland International Airport, and volunteer fire districts throughout the County provide medical first response to 911 calls. 911 ambulance transport is provided by American Medical Response (AMR) Multnomah County.

Additionally, MC EMS coordinates major event planning, medical equipment specifications, liaison and coordination with local hospitals, and emergency medical services disaster response in the county. The Program's visibility within public safety contributes to citizens feeling safe.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Ambulance response times - 8 min. 90% of calls	91%	90%	90%	90%			
Outcome	Cardiac arrest survival to hospital	44%	33%	35%	35%			

#### **Performance Measures Descriptions**

A major ambulance contract performance measure is the percentage of urban 911 emergency calls in which the ambulance arrives on scene in 8:00 minutes or less. Cardiac arrest survival to hospital demonstrates how quickly and effectively EMS responds and stabilizes patients in the field. It requires an integrated response system to achieve good patient outcomes, including access to 911, bystander CPR, timely first response, and effective EMS transport to the hospital.

The County is responsible under ORS 682 to have an Ambulance Service Area Plan. It is the County's choice as to how much to invest to achieve this mandate.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$766,110	\$449,565	\$776,112	\$418,391
Contractual Services	\$797,914	\$15,000	\$789,779	\$12,600
Materials & Supplies	\$157,550	\$10,080	\$152,558	\$10,956
Internal Services	\$96,036	\$0	\$100,625	\$0
Total GF/non-GF	\$1,817,610	\$474,645	\$1,819,074	\$441,947
Program Total:	\$2,292,255		\$2,26	1,021
Program FTE	5.40	4.00	5.40	4.00

Program Revenues				
Fees, Permits & Charges	\$923,191	\$0	\$980,239	\$0
Intergovernmental	\$67,017	\$474,645	\$67,141	\$441,947
Other / Miscellaneous	\$120,000	\$0	\$114,784	\$0
Service Charges	\$707,402	\$0	\$744,552	\$0
Total Revenue	\$1,817,610	\$474,645	\$1,906,716	\$441,947

# **Explanation of Revenues**

Program costs are recovered from licenses, fees and grant funding. The fees are established and collected through revenue agreements with AMR and other jurisdictions in Multnomah County. Total licenses and fees for FY15 are estimated to be \$1,814,614. The County ambulance contract and MCC 21.400 provide the authority for MC EMS to levy fines for substandard performance. The fines fund system improvements for EMS providers. The Providence Commons Grant of \$441,947 pays for a social worker outreach program serving frequent callers of 911.

# Significant Program Changes

Last Year this program was: 40004 Ambulance Services (EMS)



# Program #40005 - Public Health & Regional Health Systems Emergency Preparedness

4/16/2014

Department: Health Department Program Contact: Jennifer Vines

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Preparing for and responding to emergencies with widespread or severe health impacts require multi-agency, multijurisdictional, and public/private sector collaboration. Two Health Department programs contribute to this: 1) Public Health Preparedness assures that we can carry out the County's unique public health responsibilities in an emergency; 2) Regional Health System Emergency Preparedness assures that hospitals and other health care providers in the 6-county NW Oregon region have a proven capacity to care for victims of large scale emergencies.

# **Program Summary**

Responding to emergencies with severe health impacts (such as natural disasters, severe epidemics/pandemics, terrorist attacks) requires coordinated action to 1) focus the response on priority needs and 2) effectively leverage resources of government, private healthcare providers, and non-profit organizations. This offer assures public and private health preparedness. Public health preparedness includes: 1) emergency plans and protocols linked to the County's Emergency Response Plan; 2) trained and exercised Health Department Incident Management Teams; 3) exercises to test and refine plans and capabilities, and 4) plans to increase capacity for key public health functions (e.g., epidemiology capacity to investigate, and analyze an emergency's health impacts).

Regional Health System Emergency Preparedness facilitates healthcare delivery system preparedness in Multnomah, Clackamas, Washington, Columbia, Tillamook and Clatsop counties and coordinates planning with SW Washington. It assures that hospitals, clinics, and other providers are prepared to respond in an effective and coordinated manner. The program 1) ensures that hospitals and other providers develop and exercise plans to increase the number of patients they can serve; 2) creates regional plans to coordinate a public/private response; 3) develops regional capacities to address communication and other critical support needs; and 4) develops regional capacities to manage specific health impacts (e.g., pandemic influenza). The programs coordinate and collaborate to develop effective governmental and private sector health response capacities in the county and region.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Trainings provided to Incident Management Team members	0	12	7	12		
Outcome	Centers for Disease Control's Technical Assistance review score	97%	99%	99%	99%		
Outcome	Improved regional healthcare system emergency response	94%	98%	96%	98%		
Quality	Program satisfaction	87%	98%	90%	93%		

#### **Performance Measures Descriptions**

- 1) Output: Trainings provided to Incident Management Team members
- 2) Outcome: Improved response capability through achieving Centers for Disease Control's capabilities.
- 3) Outcome: Stakeholders express program has improved healthcare system emergency response abilities.
- 4) Quality: Regional stakeholders' satisfaction with program activities using a Likert scale.

ORS 431 and 433 empower the County and Health Department to supervise matters related to preserving the life and health of the people of the County. An intergovernmental agreement with the Oregon Health Authority (Public Health Division) specifies requirements for public health preparedness activities supported with federal CDC funds. A separate IGA with Oregon Health Authority guides regional health system preparedness goals and activities supported with federal US Dept. of Health and Human Services funds. Both sources of Federal funds are dedicated to emergency preparedness, and cannot supplant other funding or be used to build general public health capacities.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$489,213	\$0	\$505,173
Contractual Services	\$2,000	\$31,221	\$0	\$0
Materials & Supplies	\$8,595	\$5,467	\$0	\$15,037
Internal Services	\$33,862	\$152,999	\$49,194	\$122,013
Total GF/non-GF	\$44,457	\$678,900	\$49,194	\$642,223
Program Total:	\$723,357		\$691	,417
Program FTE	0.00	4.16	0.00	3.59

Program Revenues					
Indirect for Dept. Admin	\$43,070	\$0	\$43,742	\$0	
Intergovernmental	\$0	\$678,900	\$0	\$642,223	
Total Revenue	\$43,070	\$678,900	\$43,742	\$642,223	

# **Explanation of Revenues**

State Public Health Emergency Preparedness is supported by Federal Centers for Disease Control (CDC) funds received through an intergovernmental agreement with Oregon Department of Human Services. Regional Health System Emergency Preparedness is funded by the US Dept. of Health and Human Services via the Oregon Health Authority (OHA).

State Public Health Emergency Preparedness and Cities Readiness Initiative: \$277,072 OHA, Health Security, Preparedness, and Response Program: \$365,151

# Significant Program Changes

Last Year this program was: 40005 Public Health & Regional Health Systems Emer



# Program #40007 - Health Inspections and Education

4/16/2014

Department: Health Department Program Contact: Jade Dodge

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 40008A, 40037

**Program Characteristics:** 

# **Executive Summary**

This fee-supported program helps protect the public from disease and injury by investigating food and waterborne disease, educating about food safety practices, and performing inspections of over 4,000 licensed facilities. Participation in the FDA Program Standards helps us to align our program with national standards. The inspection program received an outstanding rating in the 2011 triennial review.

# **Program Summary**

This legally mandated program protects the health and safety of the entire community by providing inspections, education, assuring safe food and water, controlling disease, improving safety in the work place and reducing unintentional injuries, as well as supporting other public health activities by incorporating prevention activities into the inspection process. The citizenry understands and expects the program functions. Inspected Facilities: The Health Inspections program has responsibility for assuring the health and safety in 4,246 facilities including restaurants, mobile restaurants, hotel/motels, RV parks, organizational camps, warehouses, commissaries, vending machines, and jails. Most facilities receive two inspections per year. Swimming pools & spas: The program inspects and licenses 557 pools/spas to ensure pools are safe from hazards and disease. Field and classroom technical training is provided to approximately 60 pool operators each year. Schools, Child and Adult Foster Care Facilities: The program inspects 853 schools, childcare centers, and other service providers to ensure they handle food properly, are clean and are free of health and safety hazards. Small Drinking Water Systems: There are 43 small water systems that are inspected every 3 to 5 years (dependent on the type of system) to ensure they are properly maintained and meet EPA water quality standards. There are also 12 additional systems which we monitor and respond to alerts. Foodborne Illness Outbreaks: Registered Environmental Health Specialists investigate local foodborne illness complaints in collaboration with the Communicable Disease Program and are key participants in emergency response. Multnomah County Environmental Health conducted 18 Foodborne Illness investigations (FBI) in food service facilities in the previous fiscal year. Food Handler Training and Certification: Multi-lingual training about safe food preparation in 7 languages is provided online and in person to food workers at all literacy levels to support health equity and entry into the workforce. Emergency contact information has been gathered for over 4,135 facilities which can be used in a RoboCalling system. A monthly newsletter/blog has over 2200 subscribers consisting of food operators, regulators, and community members. The program also deals extensively with local media, responding to inquiries regarding inspections, commenting on the risks around FBI investigations and providing information to the public on health and safety concerns.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of licenses issued	6,905	6,610	7,365	8,682	
Outcome	Priority & Priority Foundation Violations	6,612	7,224	6,826	8,931	
Output	Facility inspections	12,168	14,258	14,880	14,508	
Output	Total number certified Food Workers eligible for employment	11,590	12,768	11,538	11,042	

## **Performance Measures Descriptions**

- 1) Output: Licenses issued excludes facilities inspected but not licensed (ie. schools, day care centers, etc.)
- 2) Outcome: Priority and Priority Foundation violations are items noted during inspections that can directly affect the health and well being of the consumer, leading to elevated food safety risk and requiring immediate correction.

Legal mandates are 2009 FDA Food Code, 2012 OR Food Sanitation Rules; ORS Chapt. 30.890 (gleaning); ORS Chapt. 624; ORS Chapt. 448; MCC 21.612 (license fees); MCC Chapt. 5; MCC Chapt. 21 (Civil Penalty Ordinance); OR Dept. of Education Division 51 (Schools); OARS 581-051-0305; OARS Chapt. 333 (Licensed Programs); ORS 183 (Civil Penalty), ORS 164 (Food); ORS 700 (EHS License); ORS 414 (Childcare). OARS 333-018 Communicable Disease and Reporting 333-019 Communicable Disease Control.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,733,322	\$75,270	\$2,601,301	\$74,017
Contractual Services	\$243,303	\$3,000	\$317,530	\$9,282
Materials & Supplies	\$95,994	\$6,665	\$114,019	\$1,125
Internal Services	\$408,492	\$7,780	\$436,185	\$8,291
Total GF/non-GF	\$3,481,111	\$92,715	\$3,469,035	\$92,715
Program Total:	\$3,573,826		\$3,56	1,750
Program FTE	27.02	0.72	25.33	0.72

Program Revenues					
Indirect for Dept. Admin	\$5,946	\$0	\$6,315	\$0	
Fees, Permits & Charges	\$3,312,358	\$0	\$3,336,417	\$0	
Intergovernmental	\$0	\$92,715	\$0	\$92,715	
Total Revenue	\$3,318,304	\$92,715	\$3,342,732	\$92,715	

## **Explanation of Revenues**

Fees are set by ordinance. Refer to Chapter 21 MC Ordinance 08-140. Health Inspections and Education includes funding from a grant the US Food and Drug Administration for education on food safety.

Fed/State Drinking Water grant: \$22,715

FDA grant: \$70,000

Food Handler fees: \$107,000 Inspection fees: \$3,229,417

# **Significant Program Changes**

# Last Year this program was: 40007 Health Inspections and Education

On September 4, 2012, Oregon adopted the 2009 FDA Food Code with 12 new Priority/Priority Foundation rules. The new rules allowed a grace period, which ended July 1, 2013. We expect to see a significant increase in re-inspections due to these new rules in the next fiscal year, given that the grace period has ended.

Changes to the Government Entities exemption in the Oregon Food Sanitation Rules, as a result of Senate Bill 631, implemented January 1, 2014 will have impact on the number of licenses issued.

The Inspections database, FirstStar is being replaced with a new web-based program, Accela. It is expected to be fully implemented by late spring 2014.



## Program #40008A - Vector-Borne Disease Prevention and Code Enforcement

4/16/2014

Department:Health DepartmentProgram Contact:Chris WirthProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs: 40007, 40037

**Program Characteristics:** 

#### **Executive Summary**

This program protects the public from emerging and imminent vector-borne diseases and reduces the social/economic impact of uncontained outbreaks. Vector-borne diseases are transmitted from animal to humans. Climate changes in the NW will increase the risk of vector-borne diseases. Intervention strategies include surveillance, analysis, proactive control/abatement of rodent and mosquito populations and public education. Program includes enforcement of nuisance codes. The program solicits input from a Commissioner-appointed Citizen Advisory Committee.

# **Program Summary**

Multnomah County's climate supports ideal mosquito and rat habitats. International airport and shipping along with migratory bird flyways provide avenues for new diseases to enter the community. Mosquito control began in the County in the 1930's when malaria was endemic. In 2013, sixteen counties in Oregon reported 109 mosquito-cases of West Nile Virus – an increase since last year. Additionally, the County had a human case which was acquired out-of-state. It is necessary to maintain current levels of surveillance and control to ensure early prevention and suppression of this disease using World Health Organization and Center for Disease Control best practices. Rodent control is critical to public health. Rodents can spread Hantavirus, plague and other diseases and can affect livability. A survey in the county rat population showed Toxoplasmosis (Cat Box Fever) in 6% of the rat population. Vector Control protects the community by serving all populations, while focusing on the vulnerable (i.e. elderly, children, homeless).

Performance Measures Below: 1) Output: Total acreage where mosquito suppression activities occurred is subject to variance in weather patterns, seasonal flooding, characteristics, presence/absence of disease.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of acres treated for mosquitoes	3,141	4,200	3,100	3,100	
Outcome	Mosquitoes prevented (In billions)	16	21	15	16	
Efficiency	Number of acres treated for mosquitoes per FTE	628	840	620	620	
Output	Number of rodent inspections conducted	702	850	850	850	

## **Performance Measures Descriptions**

Performance Measure Continued...2) Outcome: Based on industry standard estimate methodology: 500,000 mosquitoes per surface acre of water multiplied by number of acres treated estimates mosquitoes prevented (to nearest whole number). 3) Efficiency: Total acreage treated per FTE. Five FTE were used to treat for mosquitoes in all reported years' calculations.

4) Output: On-site inspections stemming from rodent complaints received.

Legal mandates are ORS 167, 452, 498, 506, and 634; OAR 635 and 603; 1968 Agreement City of Portland and Multnomah County – Title 13 and Title 8; MC 2011-129; NPDES General Aquatic Permit for Mosquito Control 2300A, Indoor Air Quality Act MC 21.500; 6 contractual mandates include grants, contracts, Federal, regional and local mandates.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$936,528	\$0	\$944,372	\$0
Contractual Services	\$69,000	\$0	\$69,802	\$0
Materials & Supplies	\$92,167	\$0	\$92,821	\$0
Internal Services	\$193,983	\$0	\$199,463	\$0
Total GF/non-GF	\$1,291,678	\$0	\$1,306,458	\$0
Program Total:	\$1,291,678		\$1,30	6,458
Program FTE	9.90	0.00	10.00	0.00

Program Revenues					
Fees, Permits & Charges	\$500	\$0	\$500	\$0	
Other / Miscellaneous	\$1,000	\$0	\$1,000	\$0	
Service Charges	\$235,166	\$0	\$352,166	\$0	
Total Revenue	\$236,666	\$0	\$353,666	\$0	

## **Explanation of Revenues**

Vector-borne Disease Prevention and Code Enforcement is funded by county general fund as well as with revenue from intergovernmental agreements with the City of Portland and other local and state jurisdictions.

City of Portland Bureau of Environmental Services: \$224,000 City of Portland specified animal agreement: \$117,000 Agreements with other state/local jurisdictions: \$11,166

Fees from permits and fines: \$1,500

# Significant Program Changes

Last Year this program was: 40008 Vector-Borne Disease Prevention and Code Enf

Reduced Current Year Estimate for three mosquito control performance measures reflects reduction of a 0.5 Vector Control Specialist FTE field worker, reduction in Professional Services and materials/supplies capacity to performance aerial mosquito control services. Increased FTE for FY15 reflects additional inclusion of Environmental Health's Health Educator work in Vector Control budget.



Program #40008B - Vector-Borne Disease Prevention and Code Enforcement –

4/16/2014

**Replace Vector Boat** 

Department: Health Department Program Contact: Chris Wirth

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 40007, 40037

Program Characteristics: One-Time-Only Request

# **Executive Summary**

The Vector Control program is requesting approval of \$49,000.00 for a one-time addition to purchase a replacement boat to be able to continue to provide mosquito control and surveillance services. The program's current boat is nearly 15+ years old and is showing significant wear including some holes to the body causing water leaks and safety issues. This one time offer is not a staff increase but instead replaces an aging, nearly defunct boat for mosquito control and surveillance activities.

# **Program Summary**

All constituents of Multnomah County would be served by a replacement boat allowing Vector Control to continue with their integrated control and surveillance of mosquitoes in areas of mosquito habitat throughout Multnomah County. The direct areas affected would be the large, expansive communities and businesses that are adjacent to the Columbia Slough, Willamette and Columbia River shores and islands including West Hayden Island, Jantzen Beach, and Sauvie Island. Additionally, because adult mosquitoes can travel up to 7 miles, inland areas within their flight range are also served by the control and surveillance of mosquitoes assisted by boat.

Multnomah County's climate supports ideal mosquito and rat habitats. Mosquito control began in the county in the 1930's when malaria was endemic. In 2013, sixteen counties in Oregon reported 109 mosquito-cases of West Nile Virus – an increase since last year. Additionally, the county had a human case that was acquired out-of-state. It is necessary to maintain current levels of surveillance and control to ensure early prevention and suppression of this disease using World Health Organization and Center for Disease Control best practices. Vector Control protects the community by serving all populations, while focusing on the vulnerable (i.e. elderly, children, homeless). The citizenry understands and expects these program functions.

Objectives: Abate and or suppress mosquitoes that carry West Nile Virus with pesticides with the least impact, reduce the population by water control and vegetation management to reduce breeding habitats.

Components: Mosquito Control – majority of funds/staffing.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output		0	0	0	0		
Outcome		0	0	0	0		

# **Performance Measures Descriptions**

This scaled offer will enable the program to achieve performance measures detailed in 40008A.

N/A

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Capital Outlay	\$0	\$0	\$49,000	\$0
Total GF/non-GF	\$0	\$0	\$49,000	\$0
Program Total:	\$0		\$49	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was:

N/A



# Program #40009 - Vital Records

4/16/2014

Department:Health DepartmentProgram Contact:Jade DodgeProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

Vital Records is a legislatively mandated, fee supported program that produces birth and death certificates in accordance with federal and state statutes to maintain the integrity and accuracy of birth and death information. The information is analyzed to provide essential public health information that is used to plan prevention and intervention activities for positive health outcomes. An example of an analytical function of vital records is the ability to identify high risk groups for influenza and pneumonia deaths, so that scarce resources (influenza vaccine) can be provided to the people at greatest risk of death.

# **Program Summary**

Birth and Death Certification: Multnomah County is responsible for issuing birth and death certificates within the first six months after the birth or death, and within 24-hours of receipt of a request for certificate. Death certificates can be issued to family members, legal representatives, governmental agencies, or to the person or agency with personal or property rights. Birth records can be released to immediate family including grandparents, parents, brothers/sisters, legal representatives or governmental agencies. Employees working in this program must be registered with the state to assure competency. An electronic birth and death data certification model was implemented requiring a significant increase in individual education with community partners.

Vital Records assures accurate, timely and confidential registration of birth and death events, minimizing the opportunity for identity theft and assuring accurate record of cause of death; and the identification of parents of the born child.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of birth and death certificates issued	41,147	40,293	40,643	41,037			
Outcome		0	0	0	0			
Efficiency	Average number of days to issue error free certificate	1	1	1	1			

# **Performance Measures Descriptions**

- 1) Certificates issued: Measures program volume.
- 2) Days to issue: Measures rapidity of issuance process. The 24-hour timeframe from receipt to issuance is mandatory.

Legal mandates are ORS 97, 146, 432; OAR 830 and 333.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$465,332	\$0	\$474,533
Contractual Services	\$0	\$15,845	\$0	\$11,839
Materials & Supplies	\$0	\$18,783	\$0	\$17,584
Internal Services	\$0	\$131,517	\$0	\$132,874
Total GF/non-GF	\$0	\$631,477	\$0	\$636,830
Program Total:	\$631,477		\$636	,830
Program FTE	0.00	5.36	0.00	5.58

Program Revenues						
Indirect for Dept. Admin	\$40,494	\$0	\$43,375	\$0		
Fees, Permits & Charges	\$0	\$631,477	\$0	\$636,830		
Total Revenue	\$40,494	\$631,477	\$43,375	\$636,830		

# **Explanation of Revenues**

This is a fee driven, self-sustaining program and fee revenue for Vital Records in FY2015 is \$636,830.

# **Significant Program Changes**

Last Year this program was: 40009 Vital Records



## Program #40010A - Communicable Disease Prevention and Control

4/16/2014

**Department:** Health Department **Program Contact:** Amy Sullivan

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 40014

**Program Characteristics:** 

#### **Executive Summary**

Communicable Disease Services (CDS) protects the health of our community by responding to reportable communicable diseases with prompt disease investigation and by limiting the spread of these diseases in the population through assuring treatment as needed. We uphold and enforce Oregon state statutes requiring investigation of and response to dozens of reportable diseases varying from tuberculosis (TB) and pertussis to E. coli 0157 and anthrax. We respond 24/7 to events of public health importance.

# **Program Summary**

CDS directly provides services that limit the spread of life-threatening infectious diseases using tools that have been the backbone of public health for over 100 years. We conduct investigations that find people who have been exposed to serious diseases to make sure they can get the information and care they need to stay healthy. To prevent these diseases before they start, we work with communities to provide education and screening. For people who already have diseases like TB, we assure access to medicine. For healthcare providers, we assure the availability of appropriate diagnostic testing by providing a link to state and national laboratories that test for rare pathogens.

Our CDS staff are highly-trained public health nurses, epidemiologists, community health specialists, analysts, and administrative support with knowledge of infectious disease transmission and state reporting rules. We come from many different cultural groups and speak a total of 14 languages. We work closely with other Health Department programs, including Environmental Health and the Office of the Health Officer, and provide educational opportunities to help develop tomorrow's public health professionals. The expertise in our program is essential for supporting the Health Department's Emergency Response Plan and 24/7 response capacity.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Disease report responses	6,017	6,400	6,200	5,800			
Outcome	Meningococcal disease case contacts receiving recommendation or prescription	100%	100%	100%	100%			
Quality	TB patients completing treatment within 12 months	95%	90%	95%	90%			

# **Performance Measures Descriptions**

1) Output-All disease reports and suspect case referrals received, processed and responded to. 2) Outcome–Reflects effectiveness of case contact investigation and response to life-threatening diseases. 3) Quality-Measure reflect standards, and are reported to the state for TB patients completing treatment within 12 months as set by Oregon & CDC: standard 90%.

ORS Chapters 433, multiple sections

OAR 333-012-0065: Epidemiology and Accident Investigation and Reporting

OAR 333, Division 17, 18 and 19: Disease Control, Disease Reporting, and Investigation and Control of Diseases. OAR 333-026-0030: Civil Penalties for Violations of OAR Chapter 333, Divisions 18 and 19

OAR 437: OR-OSHA: Bloodborne Pathogens 1910.1030. CDC recs: Immunization of Health-Care Workers, Vol. 46/RR-18; Guidelines for Preventing the Transmission of TB in Health-Care Facilities, Vol. 43/RR-13.

Oregon Local Health Department Program Elements PE 01, PE 03, PE 25, PE 43. Oregon Health Services and CLHO BT/CD & TB Assurances

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,205,170	\$644,911	\$1,865,745	\$947,522
Contractual Services	\$0	\$41,108	\$6,125	\$36,891
Materials & Supplies	\$7,654	\$98,240	\$10,408	\$80,410
Internal Services	\$48,896	\$476,019	\$421,977	\$124,471
Total GF/non-GF	\$2,261,720	\$1,260,278	\$2,304,256	\$1,189,294
Program Total:	\$3,521,998		\$3,49	3,549
Program FTE	20.77	4.88	18.14	8.06

Program Revenues				
Indirect for Dept. Admin	\$74,066	\$0	\$73,694	\$0
Intergovernmental	\$0	\$1,109,749	\$0	\$1,038,142
Other / Miscellaneous	\$0	\$105,299	\$0	\$107,299
Service Charges	\$0	\$45,230	\$0	\$43,852
Total Revenue	\$74,066	\$1,260,278	\$73,694	\$1,189,293

# **Explanation of Revenues**

The program offers is funded by federal and state grants in addition to patients fees.

Federal and state grants support best practices (e.g., TB evaluations and LTBI treatment support for newly arriving refugees; Hepatitis B screening and Linkage to care for foreign-born residents) and expanded public health surveillance activities (e.g., Metropolitan Area Pertussis Surveillance) that build upon our statutory responsibilities.

State of Oregon LPHA: \$915,890

Medical Fees: \$151,151

Refugee grant, Hepatitis B grant: \$122,252

# Significant Program Changes

Last Year this program was: 40010 Communicable Disease Prevention and Control

The complexity of our infectious disease caseload has increased in recent years, with increasing communicable disease cluster investigations and case management for infectious TB patients with multidrug resistant (MDR and XDR) strains of TB. This rapidly changing environment requires a nimble, well-trained staff who can provide consistent leadership in complex investigation and response activities. We are adding a 1.0 FTE Epidemiologist to strengthen case and outbreak investigation capabilities.



# Program #40010B - Communicable Disease Prevention and Control – Refugee

4/16/2014

**Health Coordination** 

**Department:** Health Department **Program Contact:** Amy Sullivan

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs: 40022

**Program Characteristics:** 

#### **Executive Summary**

Our Health Department partners with refugee service agencies providing newly-arrived refugees a healthy transition to the US. Many refugees arrive with complex health and mental health needs: successfully linking them to on-going services is essential. To meet this need during a massive healthcare system change, requires a Refugee Health Coordinator.

# **Program Summary**

This offer proposes funding for half of a full-time Refugee Health Coordinator to lead Oregon's efforts in providing high quality healthcare and mental health services for newly arriving refugees. High quality health and mental health services are vital for refugees' successful transition to a new life in the United States. Half of this position would be funded through the federal Office of Refugee Resettlement (pass through from state of Oregon), and the remaining 0.5 FTE through this MCHD program offer.

Almost all of Oregon's newly arriving refugees enter through the Portland-metro area. State and federal agreements support our Mid County Clinic in providing initial health screenings, and our Communicable Disease Services in providing TB prevention activities. Roughly three-in-four refugees remain with our County FQHC for on-going care. We partner closely with the State's refugee program, Voluntary Agencies (VolAgs), and other contracted CBOs (e.g., IRCO) to identify and address the impacts of healthcare reform on refugee health services. Overall, our county provides statewide leadership for assuring the often-complex health service needs of newly arrived refugees.

We have worked through the stakeholder Refugee Health Advisory Group to develop a state/county shared Refugee Health Coordinator position in order to assure that complex refugee health needs are met. The work will build from existing state and federal requirements and best practices to provide for new or updated practices. Key to this effort is assuring client care across a complex mix of service providers. This work is profoundly affected by healthcare system reform -- everything from assuring timely insurance coverage given federal requirements to negotiating with payers around the unique mental health services needs of refugees from conflict areas. Our partner organizations and agencies are acutely aware of the role that physical and mental health services play, and use broad-based initiatives to improve refugee transition into local communities. County and community representatives all agree that the complexity of the current situation requires a full-time person to provide leadership in this vital area during a period of immense change.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Gap analysis and QI plan for regional, health-related refugee services	N/A	N/A	N/A	1			
Outcome	Improved efficiency of referrals from refugee health screening to specialty care services (TB, MH, etc.)	N/A	N/A	N/A	80%			

#### **Performance Measures Descriptions**

Output: Gap analysis with plan to address major gaps will be completed, incorporating input from stakeholders participating in the Refugee Health Advisory group (e.g., MCHD, the Oregon Refugee Program, IRCO, and regional voluntary agencies). Outcome: 80% of refugees screening positive for needing TB or mental health services need will be successfully referred within establish timelines

RMA, RHA, and related TBD grant program requirements; federal CDC Global Migration and Quarantine and Office of Refugee Resettlement refugee assistance program requirements for newly-arrived refugees.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$51,146	\$0
Materials & Supplies	\$0	\$0	\$3,703	\$0
Internal Services	\$0	\$0	\$1,688	\$0
Total GF/non-GF	\$0	\$0	\$56,537	\$0
Program Total:	\$0		\$56	,537
Program FTE	0.00	0.00	0.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was:

This is a new Program Offer.



# Program #40011 - STD/HIV/Hep C Community Prevention Program

4/16/2014

Department:Health DepartmentProgram Contact:Kim Toevs

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 40012, 40025

**Program Characteristics:** 

# **Executive Summary**

HIV, STDs and Hepatitis C account for almost 80 percent of all reportable diseases in the County. This cost effective program prevents and reduces epidemics, and their consequent toll on individual health by making over 40,000 outreach contacts; by controlling the spread of disease using evidence based prevention interventions and 6,750 clinical STD services for those at highest risk.

# **Program Summary**

Prevention is the key strategy, using culturally specific, evidence-based population focused approaches. Disease spread is reduced by: 1) Partner Services: Staff contact infected people, encourage treatment, partner notification and behavior change. 2) Community Testing: Staff and subcontractors visit bars, jails, internet and other "hookup" sites to test, educate, and promote behavior change. 3) STD Clinic: Provides timely evaluation, treatment, and prevention counseling for people without health care access. STD rates highly correlate to poor access to quality culturally competent, timely health care. 4) Partnerships: Collaborates with businesses, community organizations, and other counties to enhance capacity. Helps people at-risk link to care, drug treatment, counseling, etc. 5) Harm Reduction Services/Supplies: Syringe Exchange is proven to keep infection rates low among injectors, partners and their infants. Free condoms are distributed to 40 community locations. Overdose prevention supplies significantly reduce drug-related harm/deaths. 6) Behavior Change/Education: Community-based interventions to reduce risky sexual and drug behavior and to promote sexual health and relationship skills and knowledge. 7) Success: strong record of meeting national benchmark performance measures, nationally-recognized for innovation and program coordination, high client satisfaction across all demographics. Because these diseases disproportionately affect racial, ethnic and sexual minority communities, we base our service delivery on local epidemiology to prioritize reducing disparities. In place for 20+ yrs, this program is demonstrably effective. 8) Cost Effective: Preventing disease saves money over time. Delayed treatment increases disease spread and costly chronic conditions such as AIDS, liver disease, infertility and poor maternal/child health, Untreated, HIV leads to poverty, inability to work or maintain stable housing.

Performance Measures Below: 1. This performance measure quantifies the amount of non-clinical community-based outreach and education work the program provides each year. 2. This performance measure illustrates the impact of the STD/HIV/Hep C Program's ability to find, diagnosis, and treat reportable STDs, including HIV. This measure also demonstrates the program's capacity to target services to those at highest risk for STDs.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# of community outreach/health promotion encounters	46,900	40,000	53,000	40,000	
Outcome	% of all County gonorrhea/syphilis/HIV cases diagnosed through this program	31%	30%	37%	30%	
Quality	% of gonorrhea/syphilis/HIV cases investigated	84%	90%	94%	90%	
Quality	# of STD clinical encounters (visit/phone results)	8,121	6,750	7,720	6,750	

## **Performance Measures Descriptions**

3. The 90% goal is negotiated with the Oregon State STD Program, and is comparable to benchmarks set by other states nationally. If resources don't allow all cases to be investigated, a prioritization algorithm is applied. 4. This measure quantifies the amount of clinical service the program provides each year.

ORS 433 mandates disease prevention & control. Ryan White CARE Act Part A requires local maintenance of effort for HIV prevention services. Oregon State DHS HIV Prevention contractual program elements. Oregon State DHS STD disease investigation assurances. CHAT grant requires training youth peer educators through African American houses of faith.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,935,760	\$601,621	\$1,957,080	\$804,510
Contractual Services	\$339,578	\$272,098	\$233,442	\$445,698
Materials & Supplies	\$144,550	\$174,344	\$244,546	\$135,480
Internal Services	\$310,236	\$340,631	\$298,180	\$375,320
Total GF/non-GF	\$2,730,124	\$1,388,694	\$2,733,247	\$1,761,007
Program Total:	\$4,118,818		\$4,49	4,255
Program FTE	18.50	6.30	19.02	7.66

Program Revenues				
Indirect for Dept. Admin	\$89,052	\$0	\$113,306	\$0
Intergovernmental	\$0	\$1,196,323	\$0	\$1,538,012
Other / Miscellaneous	\$0	\$18,000	\$0	\$18,000
Service Charges	\$0	\$174,371	\$0	\$204,995
Total Revenue	\$89,052	\$1,388,694	\$113,306	\$1,761,007

# **Explanation of Revenues**

STD/HIV/Hep C is funded by an intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the Oregon Health Authority. The budget for FY2015 includes the \$65,000 increase for needle exchange added by the Board of County Commissioners in FY2014.

State Local Public Health Authority IGA: \$1,222,566

CDC STD Surveillance Grant: \$150,000; Medical Fees: \$204,995 HealthShare Wound Care: \$97,476; Federal Ryan White: \$37,970 Cascade AIDS Project: \$18,000; Youth Educator Grant: \$30,000

# **Significant Program Changes**

Last Year this program was: 40011 STD/HIV/Hep C Community Prevention Program

Minor FTE changes include a Medical Tech and a part-time Administrative Analyst both added with new grant funding.



# Program #40012 - Services for Persons Living with HIV

4/16/2014

**Department:** Health Department **Program Contact:** Kim Toevs

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 40011, 40025

**Program Characteristics:** 

# **Executive Summary**

The HIV Care Services Program (HCS) and HIV Health Services Center (HIV Clinic) provide community-based primary care and support services to 2,450 highly vulnerable people living with HIV. Services target low income, uninsured, mentally ill, substance abusing, and other special needs populations. These services contribute to lower mortality from HIV, fewer disease complications and the associated costs, and reduced transmission of HIV in the community.

# **Program Summary**

The HIV Clinic serves over 1,100 clients each year. Clinic services include outpatient medical care, mental health and substance abuse counseling, case management, health education, HIV prevention and risk reduction support, and treatment adherence counseling. Access to and use of HIV medications is optimized by clinical pharmacy services. On-site chronic disease self management workshops and peer support are also offered to clinic clients. The HIV Clinic integrates prevention into all services to reduce client risk of HIV transmission. The clinic is supported by an active Client Advisory Board and a well established network of HIV social services providers. The clinic is an AIDS Education and Training Center site training over 40 doctors, nurses and pharmacists each year.

HIV Care Services Program coordinates a regional 6 county care system that promotes access to high quality HIV services through contracts with health departments and community organizations. HCS funded services include:

Early Intervention: Outreach ensures early identification and treatment.

Care: A coordinated primary care system provides medical, dental, mental health and substance abuse treatment. Service Coordination: Case management connects clients with health insurance, housing, and other services critical to staying in care.

Basic Needs: Housing focuses on building life skills and access to permanent housing.

Health Promotion: Behavioral education provides clients with self-management skills.

Planning: A community-based council does service planning. Over the past three years, the number of persons living with AIDS has increased 15.3%. HCS clients continue to be severely affected by poverty, lack of stable housing, and reductions in insurance and medication programs.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	# of unduplicated HCS clients served (all srv types/whole 6-county system)	2,932	2,450	2,900	2,450		
Outcome	% of HCS clients engaged in HIV medical care	88%	90%	91%	90%		
Output	# of unduplicated HIV Clinic clients	1,173	1,150	1,200	1,260		
Quality	% of HIV clinic clients who do not progress to AIDS	93%	95%	93%	93%		

#### **Performance Measures Descriptions**

2) Measure changed. "% of clients engaged in HIV medical care" reflects the core function of all the supportive/other clinical services required: to meet the other life needs of the patient in a way that allows him/her to maintain HIV medical care and treatment. 4) Quality: helps to determine how well medical and support services contained in this offer support the health outcomes of people living with HIV disease.

Federal HIV grant and contract funds are restricted. Part A grant requires: 1) Serving Clackamas, Columbia, Multnomah, Washington, Yamhill & Clark Counties; 2) Community-based Planning Council; 3) 10% cap on planning & administration, requiring the County to cover some administrative costs; and 4) The County must spend local funds for HIV services at least at the level spent in the previous year.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$219,458	\$2,999,157	\$534,693	\$2,781,243
Contractual Services	\$72,801	\$2,638,978	\$1,000	\$2,567,029
Materials & Supplies	\$18,830	\$158,998	\$11,717	\$164,130
Internal Services	\$27,067	\$865,207	\$56,271	\$914,256
Total GF/non-GF	\$338,156	\$6,662,340	\$603,681	\$6,426,659
Program Total:	\$7,000,496		\$7,03	0,340
Program FTE	3.15	24.68	5.37	23.93

Program Revenues				
Indirect for Dept. Admin	\$297,653	\$0	\$283,287	\$0
Intergovernmental	\$0	\$5,529,146	\$0	\$5,448,731
Other / Miscellaneous	\$0	\$0	\$0	\$5,000
Beginning Working Capital	\$0	\$75,000	\$0	\$0
Service Charges	\$322,557	\$1,058,194	\$567,792	\$972,928
Total Revenue	\$620,210	\$6,662,340	\$851,079	\$6,426,659

# **Explanation of Revenues**

Services for Persons Living with HIV receives funding from the federal Ryan White Care Act Part A grant, county general fund, federal grants, local contracts, and medical fees.

HIV Clinic Revenue - Federal grants: \$2,538,558; medical fees: \$1,540,720; and state/local revenue contracts: \$119,322 HIV Care Services Revenue - Federal Ryan White Part A grant: \$2,795,851

#### **Significant Program Changes**

Last Year this program was: 40012 Services for Persons Living with HIV

Ryan White grant does not adequately fund administrative costs because of restrictions in the grant. Increased fixed and personnel costs in HIV Care Services team resulted in FTE reductions as we reassigned some FTE onto other funding sources to do other public health work. Clinic caseloads continue to be very high, 250- 300 patients. Less attention will be given to medium acuity patients, and fewer patients will have access to a nurse for disease management services. It is anticipated that the new CAP Network Navigators will take some work from the medical case managers by serving patients with a high need for pyschosocial support. The LPNs will be doing the majority of phone and walk in triage. A plan will be developed to address the reduction in disease management services.



# Program #40014 - Immunizations

4/16/2014

Department:Health DepartmentProgram Contact:Amy Sullivan

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 40010A, 40010B

**Program Characteristics:** 

#### **Executive Summary**

The Community Immunization Program (CIP) contributes to a safe environment by implementing the federally subsidized Vaccines for Children (VFC) Program, providing over 1,100 immunizations and helping 415 schools and childcare facilities comply with state school immunization rules. Our activities contribute to the community's ability to protect children from lifethreatening, vaccine-preventable diseases and reduce the costs associated with these diseases.

# **Program Summary**

No child should be unvaccinated because a parent is unable to pay for vaccines. Because vaccine-preventable diseases like measles can spread from person-to-person, childhood vaccination is important not only for individual health but for the health of those with whom children live, play, and go to school. CIP ensures that the basic disease prevention needs of children are met through several interrelated program components. We assure a safe vaccine supply and efficient use of vaccine for the county system of Federally Qualified Health Centers by monitoring the cold chain and conducting physical inventories to meet county quality assurance requirements. We assure access to immunizations by providing childhood immunization services at community sites and our clinic. No VFC-eligible child is turned away due to inability to pay. We conduct activities that uphold state mandates related to school immunization laws – including issuing exclusion orders as needed – and assure that all children in certified day care centers, preschools, kindergartens, Head Start Programs and students in private, alternative and public schools are complete or up-to-date on their immunizations.

Increasing activities to uphold state school immunizations law (47% increase in facilities served), combined with decreased Medicaid revenues and minimal state funding increases, have posed a challenge to this program. Specific activities impacted include training facilities on how to report; outreach to new facilities to assure understanding of reporting requirements; facility-level reviews of exclusion reports to assure accurate reporting; a phone hotline to answer parent and facility questions about the school exclusion process; review of individual student letters; timely data entry to meet state reporting deadlines; and provision of off-site vaccine clinics for parents struggling to bring their children up-to-date in the last weeks before the exclusion date.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of immunizations directly provided to keep children in school	1,284	1,400	1,150	300	
Outcome	Of facilities assisted, those successful in meeting immunization law requirement	100%	100%	100%	100%	
Output	Number of schools & other facilities assisted with immunization law requirements	501	390	415	150	
Output	Proportion of all vaccine administration data for CDS entered within 14 days of vaccine administration	100%	NA	100%	95%	

## **Performance Measures Descriptions**

Output 1: Number of vaccines provided from 1st Fri. in February thru 3rd Fri. in February. (FY2015 decrease due to reduced support for our school immunization law education and enforcement activities). Output 2: Number of certified childcare facilities, kindergartens, and private schools directly assisted from October through March of the previous fiscal year.

State-Supplied Vaccine Accountability - OAR 333.047

School Immunization - Amended ORS 433.267, 433.273 and 433.284 (operative March 1, 2014); Administrative Rules 333-050-0010 through 333-050-0140; Oregon Revised Statutes 433.235 through 433.284

ALERT Immunization Registry - Administrative Rules 333-049-0010 through 333-049-0130; Oregon Revised Statutes 433.090 through 433.102

Vaccine Education and Prioritization Plan - Oregon Revised Statutes 433.040; Administrative Rules 333-048-0010 through 333-048-0030

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$198,762	\$219,799	\$150,204	\$230,475
Contractual Services	\$6,914	\$15,743	\$4,787	\$15,772
Materials & Supplies	\$15,941	\$34,641	\$7,060	\$28,278
Internal Services	\$40,697	\$85,411	\$94,838	\$37,415
Total GF/non-GF	\$262,314	\$355,594	\$256,888	\$311,940
Program Total:	\$617	,908	\$568	3,828
Program FTE	2.27	1.63	1.55	2.45

Program Revenues					
Indirect for Dept. Admin	\$22,803	\$0	\$21,247	\$0	
Intergovernmental	\$0	\$201,194	\$0	\$200,884	
Service Charges	\$0	\$154,400	\$0	\$111,056	
Total Revenue	\$22,803	\$355,594	\$21,247	\$311,940	

## **Explanation of Revenues**

Immunizations is funded by the Immunization Special Payments grant included in the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the Oregon Health Authority; patient fees; and by county general fund.

Fed/State LPHA Immunization Special Payments: \$200,884

Patient Fees: \$111,056

# **Significant Program Changes**

# Last Year this program was: 40014 Immunizations

From 2006-2013, the number of facilities we directly supported for school exclusion increased by 47% while state funding increased 3%; immunizations revenue declined; and county general fund increases did not keep pace with increasing personnel costs. Because of this funding deficit, this offer excludes 1,625 hours of on-call staffing (value, \$48,861) used from October through March each year to support facilities and parents in meeting school exclusion requirements. Potential impacts include decreased customer service for facilities and parents, poor quality of data for understanding vaccine hesitancy and school readiness; and challenged to meet Program Element 43 requirements related to school immunization laws.



# Program #40015 - Lead Poisoning Prevention

4/16/2014

Department: Health Department Program Contact: Jade Dodge

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 40037

**Program Characteristics:** 

#### **Executive Summary**

This program prevents childhood lead poisoning and is primarily funded with city, state and federal funding. Lead causes brain damage in children, resulting in behavior, learning, and health problems that impact their economic, academic and social future. The program administers a statewide LeadLine, providing information and referral in multiple languages and screens for lead levels in blood. In addition, environmental investigations, case management, and advocacy for services and community education/outreach are provided by the program.

#### **Program Summary**

Children who have lead poisoning can develop significant brain damage and learning disabilities, impacting normal growth and development and reducing their ability to function in school, at home and develop into a healthy adult. There are an estimated 10,000 older homes with possible exposure risk of leaded paint in Multnomah County that house children 6 years old and younger. The Lead Poisoning Prevention Program identifies and helps residents reduce exposure to the environmental hazards of lead and promote safe housing conditions.

Multnomah County Environmental Health Services works collaboratively with the City of Portland lead partners and Oregon Health Authority (OHA) to ensure continuity of care and early intervention for children at risk of lead poisoning. The Lead Program: 1) Educates parents, landlords, property owners, and contractors about lead exposure causes and effects, screening, and reducing home lead hazards; 2) Conducts free lead testing clinics for children and pregnant women to screen for high blood lead levels; 3) Promotes lead screening in primary care clinics; 4) Provides investigation of 5+ lead levels by an Certified Lead Risk Assessor by conducting an in home assessment to identify causes and eliminate exposures to lead for children at high to moderate risk; 5) Provides the family with a lead remediation plan; 6) Tracks all lead screening results and all Elevated Blood Lead Levels (EBLL) to detect program trends/risks; 7) Screens for lead exposure more than 3,000 at risk low-income children in support of improving health equity; 8) Educates contractors and residents about EPA lead-based paint rules, 9) Provides education and outreach to medical providers and community.

The Lead Poisoning Prevention Program continues to increase its focus on outreach and education services targeting the most vulnerable populations. This program offer relies largely on grants and contracts.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total # of children screened by MCHD primary care and immunization providers*	3,259	3,500	3,348	3,348		
Outcome	Total # of successfully identified children with EBLLs**	22	40	81	90		
Output	Number of Community Members receiving information on lead prevention	10,816	10,000	14,293	17,200		
Quality	Percentage of home investigations where lead exposure risk hazards/ factors are identified for lead exposure.	100%	95%	95%	95%		

#### **Performance Measures Descriptions**

<sup>\*</sup>Children screened: Counts lead screening services provided by Health Department + contractors

<sup>\*\*</sup>Children with EBLL: Elevated Blood Lead Levels (EBLL) found during screening at community test sites or by Multnomah County health care providers.

Legal mandates are City of Portland codes 8.20.210 (Maintenance of Health Hazard not Permitted); 8.20.200 (Notice of Unsanitary or Unhealthful Condition of Premises to be Given and Posted – Unlawful to Remove); 29.30.110 (interior Walls, Floors, and Ceilings); 29.30.060 (Exterior Walls and Exposed Surfaces); Some activities under this program offer are subject to contractual obligations under Inter-Governmental Agreement #0607105.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$9,598	\$139,490	\$52,779	\$136,011
Contractual Services	\$0	\$0	\$7,000	\$7,000
Materials & Supplies	\$217	\$17,205	\$375	\$15,843
Internal Services	\$37,602	\$23,305	\$41,022	\$21,146
Total GF/non-GF	\$47,417	\$180,000	\$101,176	\$180,000
Program Total:	\$227,417		\$281	,176
Program FTE	0.10	1.20	0.20	1.20

Program Revenues						
Indirect for Dept. Admin	\$11,543	\$0	\$12,261	\$0		
Intergovernmental	\$0	\$180,000	\$0	\$180,000		
Total Revenue	\$11,543	\$180,000	\$12,261	\$180,000		

# **Explanation of Revenues**

Lead Poisoning Prevention is funded in FY2015 by:

City of Portland Leadline grant: \$175,000

State Leadline grant: \$5,000

# Significant Program Changes

Last Year this program was: 40015 Lead Poisoning Prevention



# Program #40016 - Medicaid/Medicare Eligibility

4/16/2014

Department:Health DepartmentProgram Contact:Christy Ward

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Backfill State/Federal/Grant

# **Executive Summary**

Medicaid Enrollment assists uninsured and under-insured Oregonians gain access to health services by providing application and enrollment assistance and advocacy to families and children applying for state and federally provided Medical and Dental Coverage as well as other forms of assistance. Additionally patients are screened for eligibility to sliding scale fees for services received, if they are unable to obtain coverage otherwise. Last year, more than 13,000 clients were screened and 4,000 children insured.

## **Program Summary**

The Medicaid Enrollment program provides outreach and education efforts which increase the number of clients who complete the OHP enrollment process; access to health care services (particularly for pregnant women and children); and ensures continuity of coverage at re-certification. The program aims to provide dignified access to health care for all citizens in collaboration with existing Multnomah County services, and addresses the Basic Needs strategy to provide access to care, by securing insurance coverage for eligible individuals.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Annual number of clients screened	13,694	14,000	14,000	14,000			
Outcome	Uninsured children in Multnomah County insured through program	3,793	4,000	3,500	4,000			

#### **Performance Measures Descriptions**

- 1) Output: Reflects service volume.
- 2) Outcome: Uninsured children insured as a direct result of Medicaid Enrollment Program.

The Medicaid Enrollment Program is on contract with the State Division of Medical Assistance Programs (DMAP) to provide application and enrollment assistance to all OHP/Medicaid eligibles including education regarding managed health care. Information shall include establishing a Date of Request (DOR) or effective date of coverage, managed medical, dental, and mental health care, covered services (including preventive and emergent), client rights and responsibilities, and the grievance and appeal process.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$242,281	\$968,924	\$319,058	\$955,138
Contractual Services	\$0	\$2,800	\$0	\$3,150
Materials & Supplies	\$14,584	\$594	\$3,071	\$11,706
Internal Services	\$31,677	\$176,295	\$105,120	\$105,976
Total GF/non-GF	\$288,542	\$1,148,613	\$427,249	\$1,075,970
Program Total:	\$1,437,155		\$1,50	3,219
Program FTE	3.00	11.55	4.00	11.46

Program Revenues					
Indirect for Dept. Admin	\$73,656	\$0	\$73,286	\$0	
Intergovernmental	\$0	\$0	\$0	\$39,360	
Service Charges	\$0	\$1,148,613	\$0	\$1,036,610	
Total Revenue	\$73,656	\$1,148,613	\$73,286	\$1,075,970	

#### **Explanation of Revenues**

Medicaid/Medicare eligibility receives funding from the Division of Medical Assistance Programs (DMAP) which provides compensation to eligible Federally Qualified Health Centers (FQHCs) for outreach activities. DMAP provides compensation through calculating a rate that is equal to 100% of allowable, specific direct costs according to OAR 410-147-0400. The revenue for FY15 is based on actual expenses from FY2014. DMAP disallows the cost of supervision, office support and interpretation services. General fund provides funding for expenditures not covered by state funding.

DMAP: \$1,036,610

Outreach & Eligibility grant from CoverOregon: \$39,360

# **Significant Program Changes**

Last Year this program was: 40016 Medicaid/Medicare Eligibility



#### Program #40017A - Dental Services

4/16/2014

Department:Health DepartmentProgram Contact:Len BarozziniProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Program Offer Type: Ex Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Dental Services provides County residents with essential, urgent, routine, and preventive services in clinic settings and school-based programs. Program works with community partners, targeting under-served populations; providing service to nearly 25,000 people in Multnomah County. The Dental Program is the largest Safety Net provider for vital dental care in the County and provides unique child based services to uninsured and under-insured clients; focuses on access for patients with chronic diseases, children and pregnant women. The program uses evidence based practice guidelines.

## **Program Summary**

The Dental program has three distinct service components. Six dental clinics provide comprehensive dental treatment for Medicaid (Oregon Health Plan) and uninsured patients. The clinics include outreach to uninsured patients with chronic health conditions seeking care at primary care sites. The clinical program also focuses on services for pregnant women because recent research indicated that dental hygiene and periodontal services provided during pregnancy may decrease preterm delivery and improves infant health outcomes. The School and Community Oral Health Program provides dental education, fluoride tablets, and dental sealant services to children in Multnomah County schools, and provides outreach, education, and dental treatment specifically to children 0-36 months in our clinic setting. For uninsured Multnomah County residents with critical, urgent or specialty dental needs the Dental Access Program (DAP) provides triage and referrals to County dental clinics and private dentists. The Dental program also delivers mandated services within two Corrections Health sites. Dental Services is an essential program that provides education, prevention, and dental treatment to Multnomah County's poorest and most vulnerable population.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Billable patient visits	60,708	65,470	59,601	67,883			
Outcome	Percentage patients who complete treatment plan within 12 months	52%	60%	55%	58%			
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	64%	75%	65%	70%			

# **Performance Measures Descriptions**

Billable visits measures access to dental services in County clinics & School Community Dental Program. Intent is to increase access to care for both Medicaid/uninsured clients. % of patients who complete treatment plan within 12 months measures our ability to keep patients engaged in comprehensive care (may require multiple visits over time) to maintain good oral health.

Dental services are a requirement of the Bureau of Primary Health Care 330 Grant.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$10,792,711	\$628,257	\$7,553,032	\$3,989,625
Contractual Services	\$402,300	\$172,608	\$4,180	\$690,173
Materials & Supplies	\$226,388	\$778,519	\$311,980	\$675,981
Internal Services	\$1,594,115	\$1,324,243	\$1,024,019	\$2,301,700
Capital Outlay	\$0	\$0	\$0	\$165,475
Total GF/non-GF	\$13,015,514	\$2,903,627	\$8,893,211	\$7,822,954
Program Total:	\$15,91	19,141	\$16,71	16,165
Program FTE	93.55	5.64	56.99	43.35

Program Revenues				
Indirect for Dept. Admin	\$1,007,979	\$0	\$1,115,566	\$0
Intergovernmental	\$0	\$453,830	\$0	\$314,360
Other / Miscellaneous	\$0	\$78,000	\$0	\$475,000
Service Charges	\$12,815,050	\$2,371,797	\$8,555,581	\$7,033,594
Total Revenue	\$13,823,029	\$2,903,627	\$9,671,147	\$7,822,954

#### **Explanation of Revenues**

The primary source of revenue is Medicaid funds. Additional revenue is received from the Primary Care 330 federal grant, general fund (to support Billi Odegaard services for the homeless) and patient fees.

Patient and other fees: \$15,589,175

CareOregon: \$475,000

Federal Primary Care Grant: \$314,360

# **Significant Program Changes**

Last Year this program was: 40017 Dental Services

The Dental clinics implemented Electronic Dental Records beginning December 2012, at all clinic sites. Going to an electronic record will help support record sharing between health care providers and improve quality.



# Program #40018 - Women, Infants and Children (WIC)

4/16/2014

Department:Health DepartmentProgram Contact:David Brown

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The Women, Infants and Children Program (WIC) serves more than 18,000 lower-income pregnant, post-partum and breastfeeding women, infants and children (under age five) per month who have health or nutrition risks. WIC provides individual growth and health assessments, education on nutrition and physical activity, WIC vouchers to purchase nutritious food, breastfeeding education and support and referrals to other preventive health and support services. This offer also includes the Breastfeeding Peer Counseling program.

## **Program Summary**

The WIC Program's mandate is to provide food, nutrition education, growth monitoring and support services to our most vulnerable population – low income pregnant, breastfeeding women, infants and children up to five years of age. In addition to food vouchers, all participants must be certified on the program which includes weighing and measuring every 6 months as well as hemoglobin screenings. Clients are counseled by Nutrition Assistants on the current best practices for diet during pregnancy, lactation, infancy and early childhood. Registered Dietitians counsel higher risk clients.

Poor nutrition during the first three years can affect brain development resulting in lowered academic achievement, reduced immune function, greater incidence of obesity, diabetes, etc. Research demonstrates that families on WIC are in overall better health, have less dental related Medicaid costs, have less underweight infants and demonstrate a lower prevalence of anemia than low-income children not on WIC. Four and five year-olds whose mothers participated in WIC during pregnancy have better vocabulary test scores than those that didn't receive WIC benefits. WIC positively influences the nutrient intakes of children, dramatically improves Healthy Eating index scores for the household, reduces the risk of child abuse or neglect and WIC participation is associated with increased use of preventative care and improved health status of children.

The WIC Program is one of our primary equity strategies in the Department. Culturally specific services and partnerships with minority organizations are valued. The program acts as a core referral center for other services and has been key in getting more families enrolled for Medicaid and insurance.

A relatively new program offered through WIC, the Breastfeeding Peer Counseling Program, provides breastfeeding and prenatal support and maintains a caseload of over 700 prenatal clients. Since its inception, breastfeeding rates in Multnomah County have increased 1% per year.

WIC served over 30,000 clients last year and provided access to other support services including prenatal and other medical care, immunizations, Head Start, housing and day care assistance, social services, etc.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average number of clients served each month	18,874	19,000	18,311	18,500		
Outcome	% of mothers initiating breastfeeding on WIC	91%	89%	92%	92%		
Outcome	Show rate for WIC group nutrition education follow-up	62%	69%	61%	63%		
Outcome	Children at risk of anemia (2-5 year olds)	13.8%	13.0%	13.6%	13.0%		

#### **Performance Measures Descriptions**

Output: Average number of clients served each month measures the average number of clients receiving WIC food vouchers. Outcome: % of mothers who initiated breast feeding after delivery. Outcome: return for education required each six months to continue participation. Outcome: children with lower than recommended hemoglobin levels. This is a new measure for FY13-14. Anemia/low hemoglobin reduces the ability for children to learn.

The Special Supplemental Nutrition Program for Women, Infants and Children is authorized by Section 17 of the Child Nutrition Act of 1966, 42 U.S.C. 1786, as amended through PL105-394, and the regulations promulgated pursuant thereto, 7 CFR Ch. II, Part 246.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$812,323	\$2,554,141	\$784,665	\$2,648,483
Contractual Services	\$9,755	\$11,532	\$3,950	\$17,675
Materials & Supplies	\$54,225	\$20,055	\$63,336	\$33,989
Internal Services	\$409,243	\$555,103	\$624,916	\$374,075
Total GF/non-GF	\$1,285,546	\$3,140,831	\$1,476,867	\$3,074,222
Program Total:	\$4,426,377		\$4,55	1,089
Program FTE	8.20	33.06	6.71	34.05

Program Revenues				
Indirect for Dept. Admin	\$201,409	\$0	\$209,389	\$0
Intergovernmental	\$0	\$3,140,831	\$0	\$3,074,222
Total Revenue	\$201,409	\$3,140,831	\$209,389	\$3,074,222

# **Explanation of Revenues**

The Women, Infants and Children program's revenue is federal funds included in the intergovernmental revenue agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services. WIC is also funded with county general fund. The WIC Program has seen a significant increase in pregnant women requiring WIC services. County general funds assist the WIC Program in meeting the Federal/State funding requirement of scheduling new pregnant women within 10 days of application to the program.

State LPHA: \$3,074,222

# Significant Program Changes

Last Year this program was: 40018 Women, Infants and Children (WIC)



#### Program #40019 - North Portland Health Clinic

4/16/2014

Department: Health Department Program Contact: Courtney Craigan

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The North Portland Health Center provides comprehensive, culturally appropriate primary care, enabling and behavioral health services to vulnerable residents who are uninsured or under-insured and otherwise may not have access to medical care. The clinic provides more than 18,000 visits a year.

## **Program Summary**

North Portland Health Center primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. North Portland Health Center serves a population of which 70% are below 100% of the Federal Poverty level. North Portland Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of annual client visits	15,897	18,234	16,068	18,793		
Outcome	% of children who are up to date on immunizations at 24 months of age	78%	85%	78%	85%		
Efficiency	Number of days for a new patient appointment	7	2	6	7		
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	62%	70%	59%	70%		

#### **Performance Measures Descriptions**

% of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life. # of days for new patient appointment: Measures effectiveness of timely availability for underserved Multnomah County residents to access health care services. Client satisfaction survey asks if patients would recommend this clinic to family/friends.

North Portland Health Clinic complies with the Bureau of Primary Health Care (BPHC) grant, JCAHO accreditation requirements and CareOregon contractual obligations.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,724,185	\$1,363,707	\$1,925,634	\$1,222,309
Contractual Services	\$0	\$48,036	\$0	\$48,581
Materials & Supplies	\$20,295	\$120,711	\$22,529	\$134,546
Internal Services	\$199,584	\$764,029	\$262,072	\$785,416
Total GF/non-GF	\$1,944,064	\$2,296,483	\$2,210,236	\$2,190,851
Program Total:	\$4,240,547		\$4,40	1,087
Program FTE	20.70	7.60	22.00	6.00

Program Revenues					
Indirect for Dept. Admin	\$268,188	\$0	\$297,677	\$0	
Intergovernmental	\$0	\$903,696	\$0	\$739,577	
Service Charges	\$1,885,726	\$1,392,787	\$2,191,581	\$1,451,274	
Total Revenue	\$2,153,914	\$2,296,483	\$2,489,258	\$2,190,851	

#### **Explanation of Revenues**

This program is supported by a federal BPHC grant, State Family Planning grant, state funds for maternal & child health services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$3,630,855

Federal Primary Care grant: \$658,118 State Family Planning grant: \$45,180

State Maternal & Child Health grant: \$36,279

## **Significant Program Changes**

# Last Year this program was: 40019A North Portland Health Clinic

Health transformation has created instability in fee revenue estimates for Primary Care and could force significant changes in coming years. In FY13, Primary Care fell short of fee revenue estimates and is expected to do the same in FY14. New models of care were implemented in response to health care reform, but reimbursement has not changed to match these changes in the care model. Additionally, a decline in provider visits while implementing these changes also impacted revenue. There are positive changes already from Medicaid expansion, but it is too soon to tell what the lasting impact will be on revenue. Even though very reasonable methods were used to create the FY15 revenue projections, they are very aggressive when compared to current fee income. While achievable there remains uncertainty about how quickly all of the changes in the healthcare environment will settle making forecasting more predictable.



#### Program #40020 - Northeast Health Clinic

4/16/2014

Department: Health Department Program Contact: Michael Crocker

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Northeast Health Center (NEHC), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of Northeast Portland. The Northeast Clinic was strategically placed to provide vital services to a population that otherwise may not have access to medical care. This clinic provides more than 27,000 visits a year.

## **Program Summary**

Northeast Health Clinic primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Northeast Health Clinic serves a culturally diverse population of which 75% are below 100% of the Federal Poverty level. Northeast Health Clinic plays a significant role in providing safety net medical services to residents in the community.

This clinic has expanded hours from 8:00am-5:00pm to 8:00am-7:00pm Monday through Friday, in order to better meet the access needs and demands of the community and patients that they serve.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of annual client visits	23,819	27,132	25,168	24,938	
Outcome	Percentage of children who are up to date on immunizations at 24 months of age	80%	85%	82%	85%	
Efficiency	Number of days for a new patient appointment	6	6	6	7	
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	61%	70%	68%	70%	

#### **Performance Measures Descriptions**

% of children who are immunized by 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life. # of days for new patient appointment measures effectiveness of timely availability for underserved Multnomah County residents to access health care services. Client satisfaction survey ask patients if they would recommend this clinic to family/friends.

The NEHC complies with the Bureau of Primary Health Care (BPHC) grant, State Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CareOregon contractual obligations. The NEHC contracts with CARES Northwest at Legacy Emanuel Hospital to provide two days per week of medical assessment services for children suspected to be victims of child abuse.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,662,111	\$1,858,350	\$2,481,078	\$1,981,747
Contractual Services	\$0	\$143,128	\$95,606	\$2,000
Materials & Supplies	\$66,230	\$172,756	\$12,317	\$192,430
Internal Services	\$297,357	\$897,046	\$278,981	\$1,053,790
Total GF/non-GF	\$3,025,698	\$3,071,280	\$2,867,982	\$3,229,966
Program Total:	\$6,096,978		\$6,09	7,948
Program FTE	16.20	23.40	29.70	9.50

Program Revenues					
Indirect for Dept. Admin	\$387,016	\$0	\$414,417	\$0	
Intergovernmental	\$0	\$986,432	\$0	\$1,290,595	
Service Charges	\$2,963,957	\$2,084,848	\$2,854,436	\$1,939,371	
Total Revenue	\$3,350,973	\$3,071,280	\$3,268,853	\$3,229,966	

#### **Explanation of Revenues**

Northeast Health Clinic is supported by a federal BPHC grant, State Family Planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$4,793,807

Federal Primary Care grant: \$1,150,456 State Family Planning grant: \$77,725

State Maternal & Child Health grant: \$62,414

## **Significant Program Changes**

# Last Year this program was: 40020 Northeast Health Clinic

Health transformation has created instability in fee revenue estimates for Primary Care and could force significant changes in coming years. In FY13, Primary Care fell short of fee revenue estimates and is expected to do the same in FY14. New models of care were implemented in response to health care reform, but reimbursement has not changed to match these changes in the care model. Additionally, a decline in provider visits while implementing these changes also impacted revenue. There are positive changes already from Medicaid expansion, but it is too soon to tell what the lasting impact will be on revenue. Even though very reasonable methods were used to create the FY15 revenue projections, they are very aggressive when compared to current fee income. While achievable there remains uncertainty about how quickly all of the changes in the healthcare environment will settle making forecasting more predictable.



#### Program #40022 - Mid County Health Clinic

4/16/2014

Department: Health Department Program Contact: Deborah Cockrell

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Mid-County Health Center (MCHC) serves clients in one of the poorest and most culturally diverse areas of Multnomah County. MCHC provides vital health services for patients who, even if insured, would remain isolated from medical care because of where they live, the language they speak and their higher level of complex healthcare needs. With its Refugee Program and culturally competent staff, MCHC is an important health care safety net for thousands of uninsured and underinsured members of the community. The clinic provides more than 46,000 visits a year.

## **Program Summary**

MCHC provides culturally competent, comprehensive primary care, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. Care that addresses patients' beliefs and culture is more likely to succeed in improving and maintaining their health. MCHC is tightly linked with refugee resettlement agencies (i.e., SOAR, IRCO, Catholic Charities). About 80% of all clients are or were refugees (Russia, Somalia, Sudan, Latin America, Vietnam, etc.). More than 80% of the MCHC staff speak a second language, many were refugees themselves. Sixty-eight percent of clients have incomes at or below 100% of FPL, while 99.1% are at or below 200% of FPL. MCHC services are designed specifically to prevent people from needing more costly and often less appropriate care. The refugee population often receive no preventative care at home, leading to a disproportionately high rate of serious medical conditions (ie. diabetes, hypertension, heart disease, cancer). Most client families have three or more children; some 10 or 11 - often with serious health problems (ie. asthma, diabetes, poor nutrition, no dental care, post-traumatic stress, etc.) which impact their schooling and development. This program helps them with pediatric and prenatal services as well as referrals. Many children receive their first complete set of vaccines at MCHC.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of annual client visits	43,078	46,290	42,000	43,153			
Outcome	Percentage of children who are up to date on immunizations at 24 months of age	83%	85%	22%	85%			
Efficiency	Number of days for a new patient appointment	6	2	8	7			
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	69%	70%	68%	70%			

#### **Performance Measures Descriptions**

Output: Total number of client visits.

Outcome: % of children who are immunized at 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life.

Efficiency: # of days for new patient appointment: Measures effectiveness of timely availability for under-served Multnomah County residents to access health care services.

MCHC complies with the Bureau of Primary Health Care (BPHC) grant, state Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CareOregon contractual obligations. MCHC meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services be available to all regardless of ability to pay as two examples.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$5,119,540	\$2,968,510	\$5,713,682	\$2,127,882
Contractual Services	\$0	\$529,917	\$0	\$464,027
Materials & Supplies	\$36,991	\$540,133	\$408,359	\$461,298
Internal Services	\$558,914	\$1,683,870	\$568,748	\$1,748,617
Total GF/non-GF	\$5,715,445	\$5,722,430	\$6,690,789	\$4,801,824
Program Total:	\$11,437,875		\$11,49	92,613
Program FTE	36.30	32.70	61.80	8.10

Program Revenues					
Indirect for Dept. Admin	\$727,914	\$0	\$755,887	\$0	
Intergovernmental	\$0	\$1,320,827	\$0	\$380,832	
Service Charges	\$5,628,867	\$4,401,603	\$6,296,008	\$4,420,992	
Total Revenue	\$6,356,781	\$5,722,430	\$7,051,895	\$4,801,824	

#### **Explanation of Revenues**

Mid County Health Clinic is supported by federal BPHC grant, state family planning grant, state funds for maternal & child health services through the inter-governmental agreement between Multnomah County as the Local Public Health Authority (LPHA), county general fund, and medical fees.

Medical Fees: \$10,258,192

State Refugee Screening grant: \$458,808 Federal Primary Care grant: \$225,587 State Family Planning grant: \$86,103 State Maternal & Child Health grant: \$69,142

## **Significant Program Changes**

# Last Year this program was: 40022 Mid County Health Clinic

Health transformation has created instability in fee revenue estimates for Primary Care and could force significant changes in coming years. In FY13, Primary Care fell short of fee revenue estimates and is expected to do the same in FY14. New models of care were implemented in response to health care reform, but reimbursement has not changed to match these changes in the care model. Additionally, a decline in provider visits while implementing these changes also impacted revenue. There are positive changes already from Medicaid expansion, but it is too soon to tell what the lasting impact will be on revenue. Even though very reasonable methods were used to create the FY15 revenue projections, they are very aggressive when compared to current fee income. While achievable there remains uncertainty about how quickly all of the changes in the healthcare environment will settle making forecasting more predictable.



#### Program #40023 - East County Health Clinic

4/16/2014

Department:Health DepartmentProgram Contact:Lynne WileyProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The East County Health Center (ECHC) provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of East Multnomah County. The clinic serves seasonal migrant workers, pregnant women, infants, children that reside in East Multnomah County who, even if insured, would remain isolated from comprehensive healthcare services because of where they live, the language they speak and their higher level of complex healthcare needs. The clinic provides more than 37,000 visits a year.

#### **Program Summary**

East County Health Center primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally appropriate primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. East County Health Center serves a culturally diverse population, 80% whose incomes are below 100% of the Federal Poverty Level. East County Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of annual client visits	36,641	37,626	35,892	38,384	
Outcome	Percentage of children who are up to date on immunizations at 24 months of age	89%	85%	91%	85%	
Efficiency	Number of days for a new patient appointment	7	7	6	7	
Quality	% of patients who would "strongly agree" to recommend clinic to friends/family	59%	70%	60%	70%	

#### **Performance Measures Descriptions**

% of children who are immunized by 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life. # of days for new patient appointment measures effectiveness of timely availability for underserved Multnomah County residents to access health care services. Client satisfaction survey ask patients if they would recommend this clinic to family/friends.

The ECHC complies with the Bureau of Primary Health Care (BPHC) grant, State Family Planning agency grant, Joint Commission Accreditation requirements, CLIA (Laboratory accreditation) requirements and CareOregon contractual obligations. ECHC meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services be available to all regardless of ability to pay as two examples.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$3,760,251	\$2,396,319	\$4,311,184	\$1,918,576
Contractual Services	\$0	\$197,490	\$0	\$159,821
Materials & Supplies	\$85,840	\$275,591	\$427,382	\$310,035
Internal Services	\$388,852	\$1,586,106	\$426,723	\$1,772,081
Total GF/non-GF	\$4,234,943	\$4,455,506	\$5,165,289	\$4,160,513
Program Total:	\$8,690,449		\$9,32	5,802
Program FTE	25.40	31.00	46.40	11.60

Program Revenues					
Indirect for Dept. Admin	\$551,948	\$0	\$608,305	\$0	
Intergovernmental	\$0	\$1,179,771	\$0	\$718,429	
Service Charges	\$4,151,731	\$3,275,735	\$4,770,508	\$3,442,084	
Total Revenue	\$4,703,679	\$4,455,506	\$5,378,813	\$4,160,513	

#### **Explanation of Revenues**

East County Health Clinic is supported by Federal BPHC grant, State Family Planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$8,212,592

Federal Primary Care grant: \$562,941 State Family Planning grant: \$86,238

State Maternal & Child Health grant: \$69,250

## **Significant Program Changes**

# Last Year this program was: 40023 East County Health Clinic

Health transformation has created instability in fee revenue estimates for Primary Care and could force significant changes in coming years. In FY13, Primary Care fell short of fee revenue estimates and is expected to do the same in FY14. New models of care were implemented in response to health care reform, but reimbursement has not changed to match these changes in the care model. Additionally, a decline in provider visits while implementing these changes also impacted revenue. There are positive changes already from Medicaid expansion, but it is too soon to tell what the lasting impact will be on revenue. Even though very reasonable methods were used to create the FY15 revenue projections, they are very aggressive when compared to current fee income. While achievable there remains uncertainty about how quickly all of the changes in the healthcare environment will settle making forecasting more predictable.



#### Program #40024 - School Based Health Centers

4/16/2014

Department:Health DepartmentProgram Contact:Jill Daniels

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

The School-Based Health Center (SBHC) program provides access to comprehensive preventive, primary, and mental healthcare for Multnomah County school-aged youth at 13 school based health centers. Without this safety net many school-aged youth would not receive necessary health care.

## **Program Summary**

The School-Based and School-Linked sites provide critical points of access to health care regardless of insurance status. SBHC's contribute to learning readiness through optimizing the learning environment by linking health and education for student success in school and life. This is achieved through partnerships with schools, families, healthcare providers and community agencies.

The SBHC program operates 13 fully equipped medical clinics. Twelve clinics are located in schools and one clinic is school linked. This program assures access to care by providing service ties beyond regular school times, with multiple sites open during the summer and school breaks to ensure continuity of care. Staffing includes a nurse practitioner, registered nurse, medical support staff and an office assistant. Services include chronic, acute and preventive healthcare; age appropriate reproductive health; exams, risk assessments, prescriptions, immunizations, fitness and nutrition education/counseling and referrals. This comprehensive approach enables early identification and intervention, thereby reducing risk behaviors. Program locations are geographically diverse and all Multnomah County school-aged youth are eligible to receive services (attending other schools, drop-outs, homeless, detention). The program strives to ensure that basic physical and behavioral needs of youth are met to help them attend, participate and remain in school. Healthcare for school aged youth is a basic need.

During FY2015, the school linked clinic will move services to Centennial High School to continue to better serve our east county residents.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	% of patients with three or more visits with a risk assessment in the last year	42%	75%	52%	60%		
Outcome	% of patients with persistent asthma prescribed appropriate medications	90%	83%	86%	83%		
Quality	% of patients who would "strongly agree" to recommend to family and friends	70%	80%	70%	70%		

#### **Performance Measures Descriptions**

% of children who are immunized by 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life. # of days for new patient appointment measures effectiveness of timely availability for underserved Multnomah County residents to access health care services. Client satisfaction survey ask patients if they would recommend this clinic to family/friends.

SBHC complies with the Bureau of Primary Health Care grant, JCAHO accreditation requirements and managed care companies' (e.g. CareOregon, FamilyCare, etc.) contractual obligations. SBHC meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services are available to all regardless of ability to pay as two examples.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$3,147,871	\$776,310	\$3,049,660	\$968,943
Contractual Services	\$14,272	\$431,011	\$11,599	\$25,375
Materials & Supplies	\$131,041	\$370,904	\$136,839	\$424,877
Internal Services	\$501,673	\$586,386	\$325,518	\$745,549
Capital Outlay	\$0	\$93,631	\$0	\$0
Total GF/non-GF	\$3,794,857	\$2,258,242	\$3,523,616	\$2,164,744
Program Total: \$6,053,099		3,099	\$5,68	8,360
Program FTE	26.66	8.13	26.66	9.51

Program Revenues					
Indirect for Dept. Admin	\$241,654	\$0	\$265,124	\$0	
Intergovernmental	\$0	\$1,284,835	\$0	\$982,556	
Other / Miscellaneous	\$0	\$0	\$0	\$159,140	
Service Charges	\$2,010,165	\$973,407	\$1,727,766	\$1,023,048	
Total Revenue	\$2,251,819	\$2,258,242	\$1,992,890	\$2,164,744	

#### **Explanation of Revenues**

SBHCs are supported by federal BPHC grant, state family planning grant, State School Based Health Centers grant through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients. Additionally Kaiser Permanente and SBHC's entered into an agreement to provide payment for the 500+ Medicaid and commercially insured Kaiser members seen in the SBHCs. This agreement has been under negotiation for years and represents one of the first of its kind for Kaiser Permanente.

Medical Fees: \$2,750,814; State SBHC grant: \$689,720; Federal Primary Care grant: \$212,835; Providence Outreach grant: \$159,140; State Family Planning grant: \$80,001

## **Significant Program Changes**

## Last Year this program was: 40024 School Based Health Centers

The SBHC program was awarded a \$500,000 HRSA grant in FY14, for capital expenditures for the renovation of a clinic inside Centennial High School. This renovation project will enable the SBHC to begin providing the first school-based health services in the Centennial area and East county. The project is expected to be completed in the spring of 2014, and it is expected to provide services to about 600 school-aged youth annually. The FY15 operating budget is similar to FY14, FY14 is higher because of the capital grant. In FY15, State funding was increased by an additional \$12,000 per year/per SBHC site.

A part-time Program Coordinator, Health Educator and a full-time Office Assistant were added to FY15.



#### Program #40025 - Adolescent Health Promotion

4/16/2014

Department:Health DepartmentProgram Contact:Kim Toevs

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 40011, 40012

Program Characteristics: Measure 5 Education

# **Executive Summary**

The Adolescent Health Program implements community-and school-based parent and youth education and teacher training for more than 5,000 participants, designed to address key health disparities among adolescents, including teen pregnancy, educational attainment, sexually transmitted infections, and other health concerns.

## **Program Summary**

The overall teen pregnancy rate in Multnomah County is higher than the state's rate. Significant disparities exist among Latinas, American Indians, and African Americans when compared to the county as a whole. A recent study of dropout rates in Oregon showed that Multnomah County high schools have the worst graduation rate in the state, with dropout rates ranging from 43% to 47%. Teen pregnancy is a factor contributing to dropout rates. Furthermore, STD rates are highest among teens of any age range, and significant disparities exist within this subset as well for African Americans, Latinos, and gay youth. The Adolescent Health Program provides a core public health function by addressing serious disparities affecting the county's young people of color.

This program works to reduce teen pregnancy, delay the onset of sexual activity, and strengthen healthy relationship and sexuality skills of adolescents. Program components are responsive to community concerns, emphasize prevention, and use culturally specific, evidence based, population focused approaches. Program components include youth education and skill building, community services, and teacher training. Youth education and skill building: Health Educators teach high school and middle school youth directly, using evidence-based culturally specific or general education approaches as appropriate. Educators also train youth in peer sexuality education. Sites include public and alternative high schools, SUN programs, public housing units, congregations, and other community sites. Community services: Based on the theoretical framework of positive youth development, best practice models provide educational sessions that increase skills and knowledge of parents, foster parents, and other supportive adults to communicate with youth about sexual health, relationship skills, and decision making. Teacher training: Due to ongoing budget deficits, Multnomah County middle schools have eliminated many health teachers and reassigned health education to other areas. The program will support school districts in providing evidence-based comprehensive sexuality education through technical assistance and capacity building effort for teachers, including co-teaching, training, and coaching, as well as curriculum support. Efforts are focused on highest areas of need demographically/geographically based on current local epidemiology.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of participants in educational sessions/training	5,664	4,000	5,690	5,000		
Outcome	Percent of participants demonstrating increased knowledge	90%	80%	90%	80%		
Quality	% of participants utilizing skills to increase parent to vouth communication	75%	80%	80%	80%		

# **Performance Measures Descriptions**

- 2) Outcome: The percentage of program participants that demonstrate increased knowledge about youth sexual health, relationship skills, and decision making skills, of those participants who completed a full evaluation survey.
- 3) Quality: The percentage of parent program participants that feel confident they can implement new or improved skills to communicate effectively with their youth.

NW Family Services' (NWFS) contract requires 3,600 youth served with 6-8 hours of healthy relationship curriculum each, primarily through High School settings. Latina Teen Pregnancy Prevention Grant requires 250 youth served with a 6 hours curriculum.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$230,525	\$341,655	\$264,691	\$131,834
Materials & Supplies	\$17,125	\$1,096	\$16,187	\$1,122
Internal Services	\$51,107	\$53,455	\$61,165	\$14,118
Total GF/non-GF	\$298,757	\$396,206	\$342,042	\$147,074
Program Total:	\$694,963		\$489	,116
Program FTE	2.25	3.15	2.73	1.65

Program Revenues						
Indirect for Dept. Admin	\$25,407	\$0	\$10,018	\$0		
Intergovernmental	\$0	\$396,206	\$0	\$147,073		
Total Revenue	\$25,407	\$396,206	\$10,018	\$147,073		

#### **Explanation of Revenues**

Healthy Relationships grant ends 9/30/2014. If federal government decides to fund a new three year grant cycle, Northwest Family Services (NWFS) will compete for it and continue our subcontract, if awarded. FTE were reduced along with the grant revenue.

Fed/State Latina Teen Pregnancy Prevention grant: \$89,126 State My Future-My Choice curriculum grant: \$30,000

Northwest Family Services grant: \$27,947

#### Significant Program Changes

Last Year this program was: 40025 Adolescent Health Promotion

Only partial year grant funding included in this budget. If the grant is awarded again this fall it will be added back as a budget modification.



#### Program #40026 - La Clinica de Buena Salud

4/16/2014

Department:Health DepartmentProgram Contact:Dawn Shatzel

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

La Clinica de Buena Salud (The Clinic of Good Health), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the under and uninsured residents of the NE Portland, Cully Neighborhood. La Clinica was strategically placed, in partnership with the local community, to provide culturally competent care and vital services to a population that otherwise may not have access to medical care. The clinic provides more than 6,800 visits a year.

#### **Program Summary**

La Clinica provides culturally appropriate, comprehensive primary care, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. Eighty percent are at or below 100% Federal Poverty Level (FLP). La Clinica health and social services team includes: primary, preventive and urgent health care behavioral health services, case management and resource referral. Although La Clinica was initially intended to primarily serve the Latino community, the program has expanded and responded to the area's changing demographics which include culturally-specific services for Somali immigrants and refugees, and Russian speaking families in the Cully neighborhood and beyond. La Clinica is the County's anchor health care program for homeless children and families. This program supports many of the basic living needs priorities. Of those receiving health services, 32% have no insurance. The program initiates consultation and coordination efforts with other providers to build cultural competency among other service providers and lead efforts to solve community problems.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of annual client visits	6,649	6,863	7,137	7.262		
Outcome	% of children who are up to date on immunizations at 24 months of age	88%	85%	92%	85%		
Efficiency	Number of days for a new patient appointment	6	7	5	7		
Quality	% of Patients who would "strongly agree" to recommend clinic to friends/family	56%	75%	62%	70%		

#### **Performance Measures Descriptions**

% of children who are immunized by 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life. # of days for new patient appointment measures effectiveness of timely availability for underserved Multnomah County residents to access health care services. Client satisfaction survey ask patients if they would recommend this clinic to family/friends.

La Clinica complies with the Bureau of Primary Health Care grant, JCAHO accreditation requirements and managed care companies' (e.g. CareOregon, FamilyCare, etc.) contractual obligations. La Clinica meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services are available to all regardless of ability to pay as two examples.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$632,504	\$617,472	\$769,721	\$596,227
Contractual Services	\$6,711	\$17,048	\$100	\$25,863
Materials & Supplies	\$4,648	\$77,748	\$14,871	\$58,176
Internal Services	\$107,065	\$355,318	\$106,173	\$437,767
Total GF/non-GF	\$750,928	\$1,067,586	\$890,865	\$1,118,033
Program Total:	\$1,818,514		\$2,00	8,898
Program FTE	4.40	6.80	4.50	6.90

Program Revenues					
Indirect for Dept. Admin	\$113,751	\$0	\$135,502	\$0	
Intergovernmental	\$0	\$561,967	\$0	\$650,073	
Service Charges	\$706,280	\$505,619	\$871,386	\$467,960	
Total Revenue	\$820,031	\$1,067,586	\$1,006,888	\$1,118,033	

#### **Explanation of Revenues**

La Clinica de Buena Salud is supported by a Federal BPHC grant, State Family Planning grant, state funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$1,339,346

Federal Primary Care/Homeless grant: \$600,043

State Family Planning grant: \$27,748; State Maternal & Child Health grant: \$22,282

## **Significant Program Changes**

# Last Year this program was: 40026 La Clinica de Buena Salud

Health transformation has created instability in fee revenue estimates for Primary Care and could force significant changes in coming years. In FY13, Primary Care fell short of fee revenue estimates and is expected to do the same in FY14. New models of care were implemented in response to health care reform, but reimbursement has not changed to match these changes in the care model. Additionally, a decline in provider visits while implementing these changes also impacted revenue. There are positive changes already from Medicaid expansion, but it is too soon to tell what the lasting impact will be on revenue. Even though very reasonable methods were used to create the FY15 revenue projections, they are very aggressive when compared to current fee income. While achievable there remains uncertainty about how quickly all of the changes in the healthcare environment will settle making forecasting more predictable.



#### Program #40027 - Southeast Health Clinic

4/16/2014

**Department:** Health Department **Program Contact:** Deborah Curley

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The Southeast Health Center provides comprehensive, culturally appropriate primary care and enabling services to vulnerable citizens who are uninsured or under-insured and otherwise might not have access to healthcare. Poverty, lack of access to primary care services, limited English proficiency, lack of health insurance and homelessness are a few of the many barriers faced by Southeast's diverse residents. Currently around 29% of the Health Department's clients live in Southeast Portland. 22% are homeless or at risk for homelessness. The clinic provides more than 10,000 visits a year.

## **Program Summary**

The Southeast Primary Care clinic is located in the Southeast Health Center (34th/Powell). Dental services are provided at this site. The clinic provides comprehensive, culturally appropriate primary care services which include treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations) primary care and enabling services and is intended to serve as a medical home for residents of Southeast Portland. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of annual client visits	1,931	11,000	10,092	13,268		
Outcome	% of children who are up to date on immunizations at 24 months of age	23%	n/a	35%	85%		
Efficiency	Number of days for a new patient appointment	n/a	6	6	7		
Quality	% of patients who would "strongly agree" to recommend the clinic to friends / family	n/a	70%	70%	70%		

#### **Performance Measures Descriptions**

% of children who are immunized by 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life. # of days for new patient appointment measures effectiveness of timely availability for underserved Multnomah County residents to access health care services. Client satisfaction survey ask patients if they would recommend this clinic to family/friends (new clinic so no previous info)

SEHC primary care complies with the Bureau of Primary Health Care grant, JCAHO accreditation's requirements and managed care companies' (e.g. CareOregon, FamilyCare, etc.) contractual obligations. SEHC primary care meets all Federally Qualified Health Center (FQHC) designated requirements, such as provision of comprehensive primary care and supportive care services; and services are available to all regardless of ability to pay as two examples.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,016,963	\$1,086,730	\$967,905	\$1,330,273
Contractual Services	\$3,200	\$390,657	\$0	\$380,417
Materials & Supplies	\$4,860	\$127,471	\$21,514	\$108,904
Internal Services	\$293,708	\$414,988	\$141,010	\$785,051
Total GF/non-GF	\$1,318,731	\$2,019,846	\$1,130,429	\$2,604,645
Program Total:	\$3,338,577		\$3,73	5,074
Program FTE	13.20	7.90	12.00	8.20

Program Revenues				
Indirect for Dept. Admin	\$201,276	\$0	\$253,051	\$0
Intergovernmental	\$0	\$1,051,900	\$0	\$1,728,742
Other / Miscellaneous	\$0	\$50,000	\$0	\$0
Service Charges	\$1,118,915	\$917,946	\$1,110,609	\$875,903
Total Revenue	\$1,320,191	\$2,019,846	\$1,363,660	\$2,604,645

# **Explanation of Revenues**

Southeast Health Clinic is supported by federal BPHC grant, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep the Primary Care grant and to serve uninsured patients.

Medical Fees: \$1,986,512

Federal Primary Care/Homeless grant: \$1,645,800

State Family Planning grant: \$46,002

State Maternal & Child Health grant: \$36,940

#### **Significant Program Changes**

Last Year this program was: 40027 Southeast Health Clinic

Health transformation has created instability in fee revenue estimates for Primary Care and could force significant changes in coming years. In FY13, Primary Care fell short of fee revenue estimates and is expected to do the same in FY14. New models of care were implemented in response to health care reform, but reimbursement has not changed to match these changes in the care model. Additionally, a decline in provider visits while implementing these changes also impacted revenue. There are positive changes already from Medicaid expansion, but it is too soon to tell what the lasting impact will be on revenue. Even though very reasonable methods were used to create the FY15 revenue projections, they are very aggressive when compared to current fee income. While achievable there remains uncertainty about how quickly all of the changes in the healthcare environment will settle making forecasting more predictable.



## Program #40029 - Rockwood Community Health Clinic

4/16/2014

Department:Health DepartmentProgram Contact:Dawn Shatzel

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Rockwood Community Health Center (RCHC) provides comprehensive primary care, enabling and behavioral health services to the vulnerable and under-served residents in the East County Rockwood community. Rockwood clinic was strategically placed to provide culturally appropriate care to a population that may otherwise not have access to medical care. The clinic provides more than 20,000 visits per year.

## **Program Summary**

Rockwood Community Health Center primary care services are designed to be a patient centered medical home. This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided which include, treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Rockwood Community Health Center plays a significant role in providing safety net medical services to residents in the community. Forty percent of the over 40,000 residents earn less than 200% of the federal poverty level and 20-30% are uninsured. From 2000 to 2007, the number of persons of color in Rockwood increased by 54% (the countywide increase was 27%). Furthermore, 62% of the 7,000 plus Rockwood residents living below 100% of the federal poverty level are persons of color (which is 20% higher than the countywide average) and five of the area's eight census tracts are designated as medically underserved populations in recognition of access issues residents faced.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of annual client visits	17,007	20,260	17.460	19,711	
Outcome	Percentage of children who are up to date on immunizations at 24 months of age	66%	85%	68%	85%	
Quality	% "strongly agree" they would recommend this clinic to friends and family	67%	70%	68%	70%	
Efficiency	Number of days for a new patient appointment	7	7	7	7	

#### **Performance Measures Descriptions**

% of children who are immunized by 24 months: Immunizations are vitally important in preventing infectious diseases, many of which can occur in the first year of life. # of days for new patient appointment measures effectiveness of timely availability for underserved Multnomah County residents to access health care services. Client satisfaction survey ask patients if they would recommend this clinic to family/friends.

The Rockwood Community Health Center complies with the Bureau of Primary Health Care grant, JCAHO accreditations requirements and managed care companies' (e.g. CareOregon, FamilyCare, etc.) contractual obligations. RCHC meets all Federally Qualified Health Center (FQHC) designated requirements, such as; provision of comprehensive primary care and supportive care services; and services are available to all regardless of ability to pay as two examples.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,800,686	\$1,590,250	\$2,066,860	\$1,280,979
Contractual Services	\$57,971	\$600	\$600	\$95,956
Materials & Supplies	\$20,397	\$165,412	\$23,347	\$195,359
Internal Services	\$173,706	\$813,029	\$238,714	\$851,784
Total GF/non-GF	\$2,052,760	\$2,569,291	\$2,329,521	\$2,424,078
Program Total:	\$4,622,051		\$4,75	3,599
Program FTE	21.00	9.20	23.00	7.00

Program Revenues					
Indirect for Dept. Admin	\$292,454	\$0	\$321,499	\$0	
Intergovernmental	\$0	\$952,323	\$0	\$777,818	
Service Charges	\$1,991,323	\$1,616,968	\$2,296,087	\$1,646,260	
Total Revenue	\$2,283,777	\$2,569,291	\$2,617,586	\$2,424,078	

#### **Explanation of Revenues**

Rockwood Community Health Center is supported by Federal BPHC grant, State Family Planning grant, State funds for maternal & child health services through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

Medical Fees: \$3,942,347

Federal Primary Care grant: \$671,567 State Family Planning grant: \$58,930 State Maternal & Child Health grant: \$47,321

## **Significant Program Changes**

# Last Year this program was: 40029 Rockwood Community Health Clinic

Health transformation has created instability in fee revenue estimates for Primary Care and could force significant changes in coming years. In FY13, Primary Care fell short of fee revenue estimates and is expected to do the same in FY14. New models of care were implemented in response to health care reform, but reimbursement has not changed to match these changes in the care model. Additionally, a decline in provider visits while implementing these changes also impacted revenue. There are positive changes already from Medicaid expansion, but it is too soon to tell what the lasting impact will be on revenue. Even though very reasonable methods were used to create the FY15 revenue projections, they are very aggressive when compared to current fee income. While achievable there remains uncertainty about how quickly all of the changes in the healthcare environment will settle making forecasting more predictable.



# Program #40030 - Medical Directors (Physician, Nurse Practitioner and Nursing)

4/16/2014

Department: Health Department Program Contact: Vanetta Abdellatif

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Clinical Directors ensure that MDs, NPs, PAs, RNs, and LPNs have the necessary training, skills and knowledge to practice competently; patient care adheres to all pertaining regulations; clinical quality improvement (QI) initiatives are effective and appropriate for the communities we serve; and patient care is safe, cost effective, and based on proven best practices.

## **Program Summary**

Medical services:

- 1. Oversees initiatives to improve quality, safety, cost effectiveness, and access; develops and implements patient care guidelines, policies, procedures.
- 2. Recruits, hires, credentials and monitors provider performance; oversees in-house nursing and medical educational programs.
- 3. Sets and monitors provider and nursing productivity goals.
- 4. Investigates and remedies untoward clinical incidents and errors.
- 5. Ensures that patient care meets all rules, regulations and standards set forth by regulatory agencies, contractors, grantors and accrediting agencies.
- 6. Ensures that administrative practices are consistent with quality patient care.

Directors are accountable for legal conformance, quality and safety of patient care, need-based and scientifically justified service design, and efficient use of public funds.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	80% (or more) of providers are mtg their visit target minimum productivity goals.	70	75	75	75		
Outcome		0	0	0	0		
Quality	Maintain compliance with regulatory and licensing standards/boards.	100%	100.0%	100%	100%		

# **Performance Measures Descriptions**

1) 80% (or more) of providers are meeting their current productivity (visit target) goals. By recruiting and retaining providers as well as providing leadership and support to existing providers, they will increase access to needed care by achieving team based productivity (visit target) goals. Although the goal remains at 80% we are proposing the 75% because we anticipate adding a few new providers who require some experience and additional training to reach the benchmark goal.

Oregon State Board of Nurses, Oregon State Board of Medical Examiners, Medicaid and Medicare rules and regulations, Joint Commission on Accreditation of Healthcare Organizations, stipulations of multiple federal and state grants, CareOregon contract and Central City Concern contract.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,275,526	\$100,638	\$1,612,167	\$96,219
Contractual Services	\$2,000	\$0	\$18,069	\$0
Materials & Supplies	\$64,482	\$7,674	\$70,299	\$7,780
Internal Services	\$86,958	\$9,920	\$100,425	\$10,212
Total GF/non-GF	\$1,428,966	\$118,232	\$1,800,960	\$114,211
Program Total:	\$1,547,198		\$1,915,171	
Program FTE	8.90	0.10	8.10	0.10

Program Revenues					
Indirect for Dept. Admin	\$7,581	\$0	\$7,779	\$0	
Intergovernmental	\$0	\$118,232	\$0	\$114,211	
Total Revenue	\$7,581	\$118,232	\$7,779	\$114,211	

# **Explanation of Revenues**

Medical Directors (Physician, Nurse Practitioner and Nursing) is primarily funded with county general fund. Additionally the Department has been awarded a small grant by the Kaiser Foundation to participate in a research project for cardiovascular disease risk factors among diabetic patients in federally qualified health centers.

Kaiser Foundation: \$87,211

OCHIN: \$27,000

# Significant Program Changes

Last Year this program was: 40030 Medical Directors (Physician, Nurse Practiti

The negotiated COLA for all Physicians is budgeted here. A Nurse Consultant position was eliminated as a cost saving measure.



#### Program #40031 - Pharmacy

4/16/2014

**Department:** Health Department **Program Contact:** Carol Richmond

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Pharmacy provides essential clinical support to health delivery and emergency preparedness programs in the Health Department. The pharmacy fills approximately 342,000 prescriptions per year.

## **Program Summary**

Pharmacy Services utilizes various contracts to procure medication for dispensing to Health Department clients. Medications are dispensed to uninsured clients including high numbers of mentally ill; clients of public health programs such as the Sexually Transmitted Disease Prevention and the Tuberculosis Clinics; as well as youth in School Based Health Clinics. The program bills third parties, assists clients in obtaining low-cost/free drugs from manufacturers, and provides staff consultations and patient education regarding medications. Pharmacy Services provides essential support to the health delivery and emergency preparedness programs within the Health Department; and assists in the treatment and monitoring of clients receiving health care in Health Department facilities and programs. Uninsured; public health programs (TB, STD, CD); and School Based Health clients comprise close to 40% of the total work of the program. Clinical pharmacists have been added to cover 7 primary care sites, they work closely with clinical teams in improving both patient adherence with medication regimens, and clients comprehension of their medical condition and treatment.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Prescriptions Filled	306,281	350,000	342,000	350,000		
Outcome	Average prescription cost	39	38	36	39		
Quality	Clinical Pharmacy Services	7%	20%	20%	20%		

# **Performance Measures Descriptions**

The prescription volume reflects staffing needs, materials and supplies, expenditures and revenue. The average prescription cost reflects prescription volume, expenditures, staffing, materials and supplies but not revenue. Quality: Clinical Pharmacy Services represents # of sites where clinical pharmacy services were offered

Various grants require the provision of pharmacy services. State mandated public health services are provided.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$6,706,589	\$0	\$6,740,384
Contractual Services	\$0	\$194,600	\$0	\$198,200
Materials & Supplies	\$0	\$6,130,600	\$0	\$5,189,466
Internal Services	\$0	\$1,685,211	\$0	\$1,774,690
Total GF/non-GF	\$0	\$14,717,000	\$0	\$13,902,740
Program Total:	\$14,717,000		\$13,90	02,740
Program FTE	0.00	54.25	0.00	54.05

Program Revenues					
Indirect for Dept. Admin	\$943,299	\$0	\$946,936	\$0	
Other / Miscellaneous	\$0	\$12,000	\$0	\$0	
Service Charges	\$0	\$14,705,000	\$0	\$13,902,740	
Total Revenue	\$943,299	\$14,717,000	\$946,936	\$13,902,740	

# **Explanation of Revenues**

Pharmacy is funded exclusively through prescription fees and revenue from pharmacy patient assistance programs.

Prescription Fees: \$13,455,718 Patient Fees: \$409,154

Patient Assistance Programs: \$37,868

# Significant Program Changes

# Last Year this program was: 40031 Pharmacy

This program offer includes conversion of two pharmacy technician positions into a operations supervisor. This will enable distribution of personnel oversight more evenly through management positions in pharmacy administration, and improved training opportunities and ongoing evaluation of staff. This position will be responsible for assisting the pharmacy director to ensure regulatory compliance with the various federal and state program mandates.



#### Program #40032A - Lab and Medical Records

4/16/2014

**Department:** Health Department **Program Contact:** Carol Richmond

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Lab, and Health Information Management provide essential clinical support to health delivery and emergency preparedness programs in the Health Department. These programs support the delivery of care to clients of Health Department services (including Primary Care, School Based Health Clinics, Disease Prevention Clinics, Dental and Corrections Health.) The lab handles approximately 234,000 specimens per year. Medical Records fulfills 13,000 medical records request per year.

## **Program Summary**

#### Laboratory:

Test clinical and environmental specimens, manage contracts, prepare for bio-terrorism and other emergencies and the surveillance of emerging infections. The laboratory assists in the diagnosis, treatment, and monitoring of clients receiving health care in Health Department facilities.

#### Health Information Management:

Manage medical records systems to ensure comprehensive clinical documentation and compliance with all applicable licensing, regulatory and accreditation standards. Also fulfills role of Health Department's Privacy Official as required by HIPAA. Health Information Management ensures proper documentation of health care services and provides direction, monitoring and reporting of federally required HIPAA compliance activities.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of records requests completed	12,450	12,000	13,000	13,000			
Outcome	Number of labratory specimens handled	235,000	260,000	234,000	240,000			
Quality	Lab proficiency/competency levels through internal and external testing program	95	95	95	95			

#### **Performance Measures Descriptions**

Federal and state mandates require maintenance of medical records. HIPAA and state confidentiality and privacy laws require adherence to standards. Various grants require provisions for laboratory services. The EMR and Practice Management contractual obligations will be as per the contractual agreement between Multnomah County Health Department (MCHD) and OCHIN. Multnomah County Health Department is the client receiving services from OCHIN in this agreement.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,636,564	\$0	\$2,720,564	\$0
Contractual Services	\$7,815	\$0	\$7,950	\$0
Materials & Supplies	\$63,279	\$0	\$85,878	\$0
Internal Services	\$395,215	\$0	\$449,556	\$0
Total GF/non-GF	\$3,102,873	\$0	\$3,263,948	\$0
Program Total:	\$3,102,873		\$3,26	3,948
Program FTE	25.70	0.00	26.90	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

Revenue for laboratory services are included in the medical visit revenue shown in the health clinics. General fund is used to pay for services to the uninsured clients served by the Health Department, as well as to deliver mandated public health services.

#### Significant Program Changes

Last Year this program was: 40032 Lab and Medical Records

There are no anticipated changes to this program for FY15.



# Program #40032B - Medical Coding ICD 10 Training

4/16/2014

Department:Health DepartmentProgram Contact:Yvonne MyetteProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 40019, 40020, 40022, 40023, 40024, 40026, 40027, 40029, 40041

Program Characteristics: One-Time-Only Request

# **Executive Summary**

The United States Department of Health and Human Services (HHS) has mandated that all U.S. health care organizations will start using the ICD-10-CM diagnosis code set for billing medical services on or after October 1, 2014.

## **Program Summary**

ICD-10 will affect diagnosis coding for everyone covered by HIPAA, not just those who submit Medicare and Medicaid claims. Health care providers, payers, clearinghouses and billing services must be prepared to switch to ICD-10. Claims without ICD-10 codes for services provided on or after the effective date cannot be paid. Making the transition to ICD-10 is not optional. The proposed budget will be used to support the activities that are required of the Health Department as we make this mandatory transition. This includes the cost of purchasing a training program from a vendor, training software, new coding books, and the cost of re-designing and re-printing paper forms.

This impacts all areas of the Health Department, including clinical, operations, business services, and reporting. The revenue cycle is at serious risk of disruption, and we must ensure that the changes in our electronic systems do not impact patient care or disrupt clinicians and staff.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of staff trained in ICD-10 billing	n/a	n/a	n/a	630			
Outcome		0	0	0	0			

# **Performance Measures Descriptions**

Mandated change by Centers for Medicare and Medicaid Services (CMS)

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$9,412	\$0
Contractual Services	\$0	\$0	\$161,200	\$0
Materials & Supplies	\$0	\$0	\$23,500	\$0
Total GF/non-GF	\$0	\$0	\$194,112	\$0
Program Total:	\$0		\$194	,112
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was:



## Program #40033 - Primary Care and Dental Access and Referral

4/16/2014

**Department:** Health Department **Program Contact:** Christy Ward

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

The Primary Care and Dental Access and Referral (PCARD) Program is the gateway for more than 20,000 new patients assigned to Multnomah County Health Department's (MCHD) Primary Care and Dental System, and for 1,300 established uninsured patients referred into community specialty care. MCHD Information and Referral and Languages Services provide written translation, oral and sign language interpretation throughout the department's programs and services.

#### **Program Summary**

PCARD is the point of entry for scheduling new clients for both the Primary Care and dental clinics. PCARD also facilitates access to specialty referrals and charity care for uninsured patients in collaboration with Project Access. PCARD provides appointments and referrals in collaboration with County and other community organizations, ensuring consistent patient information and tracking. PCARD also provides information and referral for MCHD medical, dental and social services and key community service partners. MCHD Language Services provides interpretation in over 50 languages and sign language for all MCHD services and programs and for established patients who access specialty care in the community.

Comprehensive written translation for clinical and non-clinical programs and services is also provided. MCHD Language Services is the central coordinator for thousands of patient/client interpretation requests and translations each year for multiple programs/services. This key service ensures that patients and clients successfully move through the Department's Refugee and Screening Program, and those who have limited English proficiency, receive culturally competent interpretation.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# of new patients who receive appointments	19,000	20,114	20,160	20,000	
Outcome	# of uninsured patients who receive specialty care	1,000	1,336	960	1,000	

# **Performance Measures Descriptions**

Output: Number of new patients who receive a new patient appointment (medical and dental).

Outcome: Number of uninsured patients who receive specialty care referrals, this measures the success of efforts to connect uninsured clients to community charity care.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$769,096	\$153,810	\$588,124	\$240,629
Contractual Services	\$88,400	\$0	\$88,400	\$0
Materials & Supplies	\$1,795	\$22,407	\$19,296	\$674
Internal Services	\$47,452	\$88,783	\$139,326	\$23,697
Total GF/non-GF	\$906,743	\$265,000	\$835,146	\$265,000
Program Total:	\$1,17	1,743	\$1,10	0,146
Program FTE	9.50	1.00	7.60	2.00

Program Revenues				
Indirect for Dept. Admin	\$16,993	\$0	\$18,050	\$0
Intergovernmental	\$0	\$265,000	\$0	\$265,000
Total Revenue	\$16,993	\$265,000	\$18,050	\$265,000

# **Explanation of Revenues**

Primary Care and Dental Access and Referral is funded with county general fund and is also supported with revenue from the Bureau of Primary Health Care.

Federal Primary Care grant: \$265,000

# **Significant Program Changes**

Last Year this program was: 40033 Primary Care and Dental Access and Referral



#### Program #40034 - Quality Assurance

4/16/2014

Department: Health Department Program Contact: Vanetta Abdellatif

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Clinical Infrastructure (Quality and Support) Program provides pivotal oversight by managing the Bureau of Primary Health Care (BPHC) grant, developing and implementing fiscal accountability programs and access to health care, initiating and sustaining clinical and administrative quality and safety activities and improvements, and coordinating adherence to healthcare standards and regulations.

## **Program Summary**

This program supports services within the project scope of the BPHC grant, which has continued to increase since our initial award in 1977. The funding is significant and facilitates the mission of increasing access to needed health services to the County's most vulnerable. BPHC funding requires strict adherence to federal laws mandating which services must be provided as a Federally Qualified Health Center (FQHC) which results in additional Medicaid revenue for Oregon Health Plan clients. This funding requires quality services, performance audits and responsiveness to new methods of delivering safe and quality care. Infrastructure and support assures that these efforts are maintained at acceptable thresholds.

This program measures clinical standards/outcomes, quality, safety and fiscal accountability with other similar health delivery systems. The BPHC and JCAHO are our primary external bench-marking organizations relative to performance indicators. Program includes work with the Community Health Council, client feedback results, and collaborations with other health care delivery systems.

This program supports Patient Centered Primary Care Health Home programs and represents an opportunity for new healthcare funding based on performance and outcomes. These programs, implemented to meet goals of the State of Oregon's 1115 Medicaid Demonstration Accountability Plan and local Coordinated Care Organizations Pay-for-Performance, may have payments tied to achieving specific health outcomes or state metrics for quality. The Quality Assurance program is tasked with designing, testing, and implementing the wide array of system improvements needed to meet these new benchmarks.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome	Maintain compliance with Joint Commission standards	100%	100%	100%	100%	
Outcome	BPHC grant renewed annually	100%	100%	100%	100%	

# **Performance Measures Descriptions**

- 1. Outcome: Good standing as a fully accredited organization under the Joint Commission's standards for health organizations. (Unannounced surveys by JCAHO every 3 yrs.
- 2. Outcome: Maintenance of FQHC grantee by meeting all federal rules/requirements; evaluated annually through the grant continuation application process.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,740,968	\$9,979	\$1,760,300	\$785,757
Contractual Services	\$1,082,286	\$0	\$102,000	\$24,500
Materials & Supplies	\$213,837	\$1,014	\$42,261	\$187,489
Internal Services	\$586,267	\$1,007	\$288,946	\$245,247
Total GF/non-GF	\$4,623,358	\$12,000	\$2,193,507	\$1,242,993
Program Total:	\$4,635,358		\$3,436,499	
Program FTE	25.71	0.09	15.50	7.10

Program Revenues				
Indirect for Dept. Admin	\$227,276	\$0	\$186,829	\$0
Intergovernmental	\$1,042,056	\$0	\$0	\$1,230,993
Other / Miscellaneous	\$1,460,523	\$12,000	\$1,500,000	\$12,000
Financing Sources	\$1,029,600	\$0	\$0	\$0
Total Revenue	\$3,759,455	\$12,000	\$1,686,829	\$1,242,993

# **Explanation of Revenues**

Quality Assurance and Quality Improvement activities are funded with County General Fund and HRSA grant revenue. In past years this program received funding through the State's Patient Centered Medical Home and CareOregon's Primary Care Renewal Innovation funding. Program leadership are working with CCO's to support quality payments that can support this program long-term.

Primary Care Renewal / Primary Care Quality incentives (in the General Fund: \$1,500,000

Federal Primary Care grant: \$1,230,993 Volunteers of America grant: \$12,000

#### **Significant Program Changes**

Last Year this program was: 40034A Quality Assurance

Healthcare transformation, including the foundational work of the Center for Medicare and Medicaid (CMS) Center for Innovation, the Affordable Care Act and Oregon's 1115 Medicaid Demonstration project have changed the way we think about and invest in quality improvement and improving health outcomes. During this transition to more performance based care, it will be important to provide quality and IT support to provide evidence of quality improvement and other metrics. In FY14, \$1m in Patient Centered Primary Care Health Home funds were budgeted here. This quality incentive program ended in September 2013 leaving less funding for these activities. In addition general fund was moved from this program to the Primary care clinics. As a result, several Community Health Specialists, Program Specialists and a Project Manager working on various quality improvement projects were cut from the FY15 budget.



#### Program #40035 - Health Assessment, Planning and Evaluation

4/16/2014

Department: Health Department Program Contact: Consuelo Saragoza

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Health Assessment, Planning and Evaluation informs and supports health program and policy decisions through providing research, evaluation, and program and fund development services. Health Assessment, Planning and Evaluation identifies health issues and concerns within the county, procures grant funds, and develops and evaluates evidence-based programs. HAE provided data for 200 reports and inquiries. The grants team wrote 43 proposals last year.

## **Program Summary**

Health Planning and Evaluation provides support through three program areas: Health Assessment and Evaluation (HAE), Program Design and Evaluation Services (PDES), and Grant Development. HAE provides data analysis and evaluation support for program planning and quality improvement efforts across the Health Department, reports on the health status of Multnomah County residents, and provides data support for Grant Development efforts. HAE support county-wide efforts to improve health outcomes for all communities through monitoring health status indicators, disseminating reports, documenting community health status and health inequities, and conducting health impact assessments. PDES conducts applied research projects and provides program evaluation/analytical support to county and state programs to improve community health, shape public policy, and reduce health disparities. PDES designs public health interventions by identifying and applying best practices, and generates knowledge about promising new approaches through research and evaluation. Grant Development identifies and tracks public and private sector funding opportunities, develops grant proposals and budgets, and provides technical assistance to Health Department staff and community partners in program planning, proposal writing and grant management. Over 24 million was procured to address health issues in FY 12-13 from foundations, state and federal grants and contracts.

Health Planning and Evaluation projects address key areas including tobacco control, obesity, early childhood, school-aged policy, homelessness, poverty, and emergency preparedness. Examples include: Future Generations Collaborative Gathering of Native Americans, Obesity/Overweight and Substance Abuse prevention, Multnomah Jail Diversion Partnership. Other projects include a project that bridges economic development, criminal justice, and public health systems to improve the health and success in community reintegration among women in prison, a study on how anti-bullying legislation in Oregon affects school district-level adoption of policies, and an assessment of how those policies influence bullying behaviors among students. Grant Development has secured program funds to support early childhood, clinical services, adolescent health, and public health infrastructure. Health Planning and evaluation programs identify health priorities and direct resources toward improving the health of the community. HAE's health assessment activities shape Health Department program planning, as well as inform community partners and policy makers about the community's most pressing and emerging needs.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of requests for data analysis (1)	284	250	200	200		
Outcome	Number of grant proposals written (2)	52	43	43	43		
Outcome	Dollar amount (in millions) of grants funded	\$25	\$24	\$24	\$24		
Output	Number of reports and presentations disseminated	52	45	45	45		

#### **Performance Measures Descriptions**

- 1) Includes HAE planned projects and ad hoc requests.
- 2) Includes Grant Development and PDES proposals.

Program Design and Evaluation Services (PDES) is primarily grant funded, and program continuation is required by grant and contractual obligations.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,430,340	\$1,322,721	\$1,316,120	\$1,263,884
Contractual Services	\$5,455	\$484,247	\$10,000	\$526,207
Materials & Supplies	\$44,107	\$113,783	\$29,816	\$64,636
Internal Services	\$165,988	\$162,703	\$159,803	\$182,133
Total GF/non-GF	\$1,645,890	\$2,083,454	\$1,515,739	\$2,036,860
Program Total:	\$3,729,344		\$3,55	2,599
Program FTE	12.15	9.60	10.90	8.34

Program Revenues					
Indirect for Dept. Admin	\$120,501	\$0	\$138,732	\$0	
Intergovernmental	\$0	\$1,606,256	\$0	\$1,575,954	
Other / Miscellaneous	\$0	\$477,198	\$0	\$460,905	
Total Revenue	\$120,501	\$2,083,454	\$138,732	\$2,036,859	

## **Explanation of Revenues**

Health Assessment, Planning and Evaluation is funded by county general fund and grants through the State Local Public Health Agency award and from other jurisdictions and organizations for evaluation and educational services provided by the Program Design and Evaluation Services (PDES) unit.

Alaska & Washington State evaluation contracts: \$783,108

State Local Public Health Agency grant: \$757,436

4 County Needs Assessment \$339,315 DHS-OMHS-Disparity Report: \$157,000

## Significant Program Changes

Last Year this program was: 40035A Health Assessment, Planning and Evaluation



## Program #40036 - Community Health Council and Civic Governance

4/16/2014

Department:Health DepartmentProgram Contact:Kimie Ueoka

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Community Health Council (CHC) is a federally mandated consumer-majority planning body that facilitates community involvement in quality assurance, public policy advocacy, and management accountability for the Health Department's Integrated Clinical Services and also serves in an advisory capacity to Health Department programs and leadership. CHC also provides oversite for the 15 Coalition of Community Health Clinics (CCHC) that have a pivotal role in serving individuals who are under or uninsured in Multnomah County.

## **Program Summary**

The Community Health Council must have no less than a 51% consumer – majority membership to ensure that health center users have a voice in the decision making process. The County extends workers compensation insurance along with other benefits to the 15 Coalition of Community Health Clinics' (CCHC) volunteers. The CHC screens volunteer health care professionals for the CCHC.

The CHC offers an entry point for residents to give input about how the County can better meet the health needs of the community. The CHC has a critical role in assuring access to health care for our most vulnerable residents; it serves as the governing board required by the Federal Bureau of Primary Health Care to provide oversight of policies and programs within the scope of the Primary Care Grant. At minimum, 51% of Council Members are county residents who use the Health Department's clinical services. Participation on the Council allows them to better understand and influence how the County system works. The Council is currently comprised of 18 members and is a fair representation of the communities served by Department clinical services.

The 15 member Coalition of Community Health Clinics (CCHC) are community-based clinics uniquely able to respond to changing demographics and offer culturally appropriate care while fulfilling their mission of improving and providing health care to the county's most vulnerable populations. The Coalition clinics provide free or low-cost health care to uninsured people.

Through effective partnerships, the County has leveraged millions of dollars in local, state, and federal revenue, increasing access to services for vulnerable populations through funding of the Community Health Council and the Coalition of Community Health Clinics. The County's contract for volunteer indemnification provided an additional \$1,532,566 value in volunteer time with an estimated 60,356 total volunteer hours. The County's support of the coalition infrastructure and the Health Department's indemnification program assures access to critical health care for many who would otherwise be without care.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of volunteer hours	60,356	55,000	55,000	55,000			
Outcome	Percentage of consumers involved	71%	64%	65%	60%			

#### **Performance Measures Descriptions**

# of volunteer hours includes licensed health care volunteer at the 15 Coalition Clinics who utilize the County's indemnification program as well as Community Health Council volunteers. Percentage of consumers involved includes patient advisory boards represented through the CCHC and consumers represented on the CHC.

The CHC is federally mandated by the Bureau of Primary Health Care. The CHC's role as the Citizen Budget Advisory Committee is mandated by the County Charter.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$110,865	\$0	\$115,185	\$0
Contractual Services	\$107,447	\$0	\$108,012	\$0
Materials & Supplies	\$8,730	\$0	\$9,315	\$0
Internal Services	\$16,479	\$0	\$18,593	\$0
Total GF/non-GF	\$243,521	\$0	\$251,104	\$0
Program Total:	\$243,521		\$251	,104
Program FTE	1.30	0.00	1.30	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 40036 Community Health Council and Civic Governanc



## Program #40037 - Environmental Health Education, Outreach and Housing

4/16/2014

Department: Health Department Program Contact: Jade Dodge

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 40007, 40008A, 40015

**Program Characteristics:** 

#### **Executive Summary**

Supports community housing and health interventions and development of environmental health policy recommendations that reduce health disparities exacerbated by negative and disparate exposure to environmental, social and economic factors, including tobacco exposure. This program focuses on vulnerable/ill families living in substandard housing to reduce: asthma triggers, exposure to household mold, toxins, vectors and lead paint through home assessments and housing inspections. Strategies include education, advocacy, policy analysis, and organizing to build community capacity.

## **Program Summary**

The program addresses health inequities through chronic disease prevention (asthma, tobacco-use, cancer) by improving the health and livability of the home and addressing environmentally related health concerns.

Healthy Home Priorities: 1) Provide home-based environmental and medical assessment/interventions for high-risk asthmatic children, 2) Consult with medical providers, 3) Partner with landlords and tenants, 4) Provide environmental assessments/interventions for children and families whose health is impacted by their home, 5) Address substandard housing complaints in unincorporated areas, and 6) provide environmental assessments for sick children and improve housing conditions.

Housing Education Priorities: 1) Conduct community-based training related to mold, indoor air quality, bed bugs, hazards, toxins, and safety, 2) Integrate environmental health risk reduction with other MCHD initiatives. The Healthy Homes asthma intervention has shown improvements in asthma control, reduced emergency department visits and improved quality of life. Tobacco Prevention Priorities: Enforces the Indoor Clean Air Act, provides technical assistance and outreach in public settings.

Environmental Health Education: 1) Conduct education and outreach related to global climate change, toxics exposure, indoor air quality, bedbugs, and the built environment, 2) Provide environmental health education related to housing, diseases transmitted from animals to humans, food borne illness, and emerging environmental health issues. Environmental Health Policy Analysis: 1) Coordinate implementation of the Climate Action Plan actions, 2) Participate in the Climate Action Plan revision steering committee, 3) Integrate environmental health risk reduction with other County-wide initiatives:

Environmental Health Advocacy: 1) Identify health disparities and environmental justice issues; 2) Coordinate stakeholder work groups to provide recommendations on emerging toxic-free policies – labeling of genetically modified foods, pesticides on produce, and adopting a Safe Cosmetics Act.

Focus areas include health impacts of global climate change, toxin exposure, indoor air quality, bedbugs, and the built environment.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# of families receiving an environmental home inspection from any of the HH programs*	132	90	138	180	
Outcome	Emergency Dept & hospitalization costs averted**	\$124,721	\$311,677	\$477,905	\$623,354	
Output	Recommendations/policies adopted or influenced related to Environmental Health issues.	14	12	12	12	

## **Performance Measures Descriptions**

<sup>\*</sup>Increased visits result from reallocated staff to Healthy Homes and improved efficiency.

<sup>\*\*</sup>These savings were calculated in the Healthy Homes Program Summary from client data obtained and are based on number of ER visits prevented X cost/visit and estimated number of hospitalizations prevented X cost of stay.

Some activities under this program offer are subject to contractual obligations under the HUD Healthy Homes
Demonstration Grant # ORRLHH029-09, the DMAP Healthy Homes State Health Plan Amendment, and the EPA grant.
Tobacco Prevention programs funded by Oregon Public Health Division must comply with work plans and assurances.
Smoke free work places and public places laws must be enforced per Oregon Indoor Clean Air Act and MC 21.500 et seq.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$322,248	\$667,719	\$207,218	\$769,529
Contractual Services	\$53,260	\$90,326	\$117,069	\$244,980
Materials & Supplies	\$26,398	\$15,727	\$22,186	\$10,588
Internal Services	\$97,713	\$103,776	\$118,382	\$144,677
Total GF/non-GF	\$499,619	\$877,548	\$464,855	\$1,169,774
Program Total:	\$1,377,167		\$1,63	4,629
Program FTE	3.07	6.25	2.05	7.30

Program Revenues					
Indirect for Dept. Admin	\$54,781	\$0	\$79,674	\$0	
Intergovernmental	\$0	\$501,228	\$0	\$358,964	
Service Charges	\$0	\$376,320	\$0	\$810,810	
Total Revenue	\$54,781	\$877,548	\$79,674	\$1,169,774	

#### **Explanation of Revenues**

Environmental Health Education, Outreach and Housing is funded by:

Medicaid medical fees: \$810,810

State Local Public Health Authority tobacco prevention grant: \$346,204

EPA Healthy Schools grant: \$12,760

## Significant Program Changes

Last Year this program was: 40037 Environmental Health Education, Outreach and

The 3 year Healthy Homes HUD demonstration grant ended in FY14. The Tobacco Prevention Enforcement Program activities and plan transitioned from 40047 Public Health Community Initiatives into the Healthy Homes and Families programs in June 2013, and have been incorporated into this year's program offer.



#### Program #40038 - Health Promotion and Community Capacity Building

4/16/2014

**Department:** Health Department **Program Contact:** Noelle Wiggins

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs: 40045

**Program Characteristics:** 

#### **Executive Summary**

A key role of public agencies is to support communities to identify and solve persistent problems. This program increases community capacity to identify and solve health problems. Activities include training Community Health Workers (CHWs), preventing youth violence, teaching empowering health promotion approaches, conducting community-based participatory research (CBPR), and coordinating the Health Promotion Change Process. These activities support health care reform and cut health care costs by giving people and communities the tools they need to protect and promote their own health.

## **Program Summary**

This program helps people both inside and outside the Health Department to develop the skills and knowledge they need to improve health, increase health equity, and cut health care costs by addressing the social determinants of health, via five primary strategies: 1) providing Oregon Health Authority-approved training for Community Health Workers (CHWs); 2) assisting a variety of groups to learn to use empowering strategies such as popular education to promote health; 3) conducting community-based participatory research (CBPR) and evaluation projects that increase power and improve health in communities most affected by inequities; 4) preventing youth violence through relationship building and comprehensive planning; and 5) leading the MCHD Health Promotion (HP) Change Process.

Since March of 2013, the CCC has trained 94 of the 300 CHWs called for in Oregon's Medicaid waiver and is on track to train 150 by March of 2014. We were the first organization statewide to receive OHA approval of our CHW training curriculum. We partnered with the Defending Childhood Initiative of DCHS to train 88 CHWs about children's exposure to violence. Additionally, we participated on the OHA's Traditional Health Worker Steering Committee, received funding to develop a competency assessment for CHWs, partnered with PSU to found the Oregon CHW Research and Education Consortium, partnered with the Oregon CHW Association to lead a CHW Pilot Project funded by Kaiser Permanente, and partnered with the Cradle to Career Project to develop a Community Education Worker project.

Our Youth Violence Prevention Partnership continued to bring together youth and law enforcement at 5 community sites to jointly address the underlying causes of violence affecting young people. Staff and community partners in our CDC-funded STRYVE (Striving to Reduce Youth Violence Everywhere) project completed development of a comprehensive plan to prevent and reduce youth violence, began implementation of 2 evidence-based strategies in 4 community sites, and partnered with the City of Portland on the Black Male Initiative. During 2012-13, the HP Change Process: 1) continued to strengthen skills, build capacity and provide mutual support through monthly meetings; 2) Developed a training, "Turning Ideas into Action," with staff from the Health Equity Initiative; and 3) Partnered with the Training Unit to provide empowering health promotion training to new employees.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of participants in training classes	823	1,750	2,000	2,000		
Outcome	% of participants in training courses who report increased ability to promote health	94%	92%	96%	95%		
Outcome	% of participants who report increased understanding of the relationship between inequality and health	90%	N/A	94%	93%		
Output	Number of youth engaged in violence prevention evidence-based strategies and awareness building	N/A	N/A	500	500		

#### **Performance Measures Descriptions**

1) Number of participants in training classes represents the sum of all participants in each training class offered. The same participant may be counted more than once. 2 & 3) Percentage of participants in training courses who report increased ability to promote health and increased understanding of the relationship between inequality and health is defined as participants who rate this item one or two on a post-evaluation survey. A score of one is the highest score.

CDC standards for local public health agencies will soon make health promotion a mandatory service. New regulations require that Community Health Workers participate in an approved 80-hour training curriculum in order to be included in a state registry. CHWs' inclusion in the state registry qualifies their employers for Medicaid reimbursement for CHW services.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$653,426	\$242,611	\$564,753	\$242,853
Contractual Services	\$0	\$750	\$0	\$0
Materials & Supplies	\$221	\$31,684	\$17,213	\$26,401
Internal Services	\$0	\$134,470	\$90,783	\$60,746
Total GF/non-GF	\$653,647	\$409,515	\$672,749	\$330,000
Program Total:	\$1,063,162		\$1,00	2,749
Program FTE	6.24	2.56	5.62	1.94

Program Revenues				
Indirect for Dept. Admin	\$26,261	\$0	\$22,477	\$0
Intergovernmental	\$0	\$306,337	\$0	\$320,000
Other / Miscellaneous	\$0	\$103,178	\$0	\$10,000
Service Charges	\$0	\$0	\$10,000	\$0
Total Revenue	\$26,261	\$409,515	\$32,477	\$330,000

## **Explanation of Revenues**

Health Promotion & Community Capacity Building is funded with county general fund as well as multiple revenue contracts that reimburse the program for providing training for Community Health Workers and conducting research and evaluation.

Federal STRYVE grant: \$275,000

Defending Childhood Initiative grants: \$40,000 Community Health Worker Training contracts: \$15,000

## **Significant Program Changes**

Last Year this program was: 40038 Health Promotion and Community Capacity Buil

Funding from the Defending Childhood Initiative allowed us to hire 2 FTE Community Health Workers to assist with facilitation of the STRYVE Coalition, present at conferences, and lead facilitators of the Youth Empowerment Strategies (YES) curriculum. More than \$200k in revenue for CHW training, research and evaluation projects is on the horizon but was not fully committed by the time the budget was submitted. Those agreements will come to the Board in early FY2015 as budget modifications.



## Program #40039 - Business Operations- Human Resources and Training

4/16/2014

Department: Health Department Program Contact: Kathleen Fuller-Poe

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Business and Quality Services - Workforce Development Human Resources and Training Unit provides guidance and consultation in administrative procedures, recruitment, employee/labor management relations, core management competencies, personnel policies and labor contract interpretation, web design, training facilitation, legislative review and legal compliance. Objectives are achieved through (a) applying business best practices, (b) being collaborative with key stakeholders and partners, and (c) providing reliable data and information to measure results and quality of performance.

#### **Program Summary**

This Program consists of three primary operating components that support the Health Department's Human Resources and Workforce Development objectives:

- 1) Organizational Effectiveness: Provides staff and organization development opportunities that support high performance, nurse development, Facilitative Leadership, change management, and succession planning. Other support includes managing and maintaining department training content, administrative guidelines dissemination, and promoting statutory compliance and related technical training for meeting regulatory and accreditation standards.
- 2) Public Health Competence: Assess, identify and provide training resources to employees to strengthen performance in the delivery of the 10 Essential Services of Public Health with attention paid to continuous learning, quality improvement and cultural competence, also achieved via the Cultural Competency Policy Framework.
- 3) Human Resources: Ensures Human Resources' systems are implemented and consistently followed to guide and direct all Human Resources' activities of the Health Department by providing internal consultation with legal counsel, and to managers and employees on a wide range of issues regarding human resources, employee and labor relations, performance management, position classification, recruitment to attract highly qualified diverse applicants, records maintenance and compliance with County Personnel Rules, department guidelines and labor contracts, and to reduce liability and costs of unlawful employment practices.

Performance Measures below: All new measures for FY15. In FY14, we met our goal of training most management staff in the the performance management process that included Public Health competencies. In FY15, Human Resources and Workforce Development will continue to be greatly involved in three of the four policies within the Cultural Competence Policy Framework.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of annual objectives developed to support the Cultural Competence and Diversity framework	0	0	9	9			
Outcome	% of Divisions with updated Succession Plans	0	0	10%	20%			
Output	# of communications & dashboard metrics disseminated	0	0	20	20			

## **Performance Measures Descriptions**

Continued...Our work will be supported by the Health Workforce Development and Training Plan, and Strategic Plans from Health Human Resources, the Health Department, and the County.

Three collective bargaining agreements; federal, state, county and department regulations covering compensation, disciplinary action, vacation and work schedules.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,105,622	\$0	\$2,232,866	\$0
Contractual Services	\$96,076	\$0	\$54,850	\$10,750
Materials & Supplies	\$42,889	\$0	\$56,782	\$633
Internal Services	\$239,482	\$0	\$285,865	\$1,117
Total GF/non-GF	\$2,484,069	\$0	\$2,630,363	\$12,500
Program Total:	\$2,484,069		\$2,64	2,863
Program FTE	18.33	0.00	19.05	0.00

Program Revenues					
Indirect for Dept. Admin	\$0	\$0	\$851	\$0	
Intergovernmental	\$0	\$0	\$0	\$12,500	
Total Revenue	\$0	\$0	\$851	\$12,500	

## **Explanation of Revenues**

Business Operations - Human Resources and Training is funded by county general fund, and a \$12,500 grant from the Oregon Health Authority.

## Significant Program Changes

Last Year this program was: 40039 Business and Quality - Human Resources and T

Health Transformation project manager formerly in the Department of County Human Services is budgeted here. Also a part-time communications position from 40047 Public Health and Community Initiatives was moved into the Workforce Development area.



## Program #40040 - Business Operations - Financial Services and Operations

4/16/2014

**Department:** Health Department **Program Contact:** Wendy Lear

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Business and Quality Services - Financial Services and Operations is responsible for providing all grant accounting, budget development and monitoring, accounts payable, contracts and purchasing services and support for the Health Department. They are liaisons for the Department with County Business Services, coordinating the provision of services such as Information Technology, Facilities and Fleet Services.

## **Program Summary**

This group manages all of the financial reporting, billing and collection services for grant-funded programs. It prepares and reviews the Health Department's financial reports and develops and maintains the Department's budget. The Contracts Team advises, prepares and processes all contracts, intergovernmental agreements and professional service agreements for the Department. Accounts Payable, purchasing and travel and training services are also provided.

This group also includes the Facility and Safety Manager who acts as the Safety Coordinator and is responsible for managing compliance with federal, state and county safety regulations. This position is liaison to Facilities and Property Management, FREDS and works closely with the County's Health, Safety and Risk Management Division.

Operational IT support reports to Business Services. This team support the Health Department in meeting its IT Strategic plan, upgrading and maintaining its IT infrastructure in collaboration with County IT.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent of contracts executed by start of contract	98%	98%	97%	98%			
Outcome	Avg # of days from receipt to recording revenue in County's accounting system.	16 days	10 days	17 days	10 days			
Quality	Number of audit findings in County's annual financial audit.	no findings	no findings	no findings	no findings			

## **Performance Measures Descriptions**

Outcome Measure #2 "Avg days between receipt of revenue and recording..." was previously "Percentage of revenue invoices recorded within 10 business days." County administrative procedure FIN-19 requires that revenue is posted no later than 10 days after the accounting period closes. This measure has been changed to report average days rather than % of revenue, which is easier to benchmark against the FIN-19 requirement.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,978,512	\$0	\$3,273,901	\$0
Contractual Services	\$33,000	\$0	\$50,893	\$0
Materials & Supplies	\$65,269	\$0	\$68,110	\$0
Internal Services	\$509,676	\$0	\$688,136	\$0
Total GF/non-GF	\$3,586,457	\$0	\$4,081,040	\$0
Program Total:	\$3,58	\$3,586,457		1,040
Program FTE	31.10	0.00	30.30	0.00

Program Revenues				
Other / Miscellaneous	\$6,411,374	\$0	\$6,824,315	\$0
Total Revenue	\$6,411,374	\$0	\$6,824,315	\$0

#### **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 40040A Business and Quality - Financial Services a

The vacant space charges for the East County teen clinic (moving to Centennial) was placed in Business Services to avoid artificially inflating the cost of the School Based Health Center program. We are working with other County programs to find another tenant for that space.

The size of Business Services has grown over the last few years as new responsibilities are added or moved from other areas. For example, staff and facility costs for the vaccine depot moved from Central Stores to the McCoy Building. We will review and restructure this program offer into several smaller program offers in future years.



## Program #40041 - Business Operations - Medical Billing

4/16/2014

**Department:** Health Department **Program Contact:** Wendy Lear

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Business Operations - Medical Billing Unit is responsible for providing medical billings and cash collection services for the Health Department.

## **Program Summary**

Provides claims processing services and cash collection services for all of the Health Department's Primary Care and specialty clinics. Responsible for all billing and collection from Medicaid, Medicare, and commercial insurance. Medical billing is an essential part of any clinical system. This team is responsible for the collection of all patient fees, insurance payments, Medicare and Medicaid claims processing. The Medical Accounts Receivable Team is responsible for collecting nearly \$40 million in annual medical billing revenue. This represents about 1/3 of the Department's total budget.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of encounters processed for payment	279,000	334,000	275,000	300,000			
Outcome	Percent of Receivables aged (older than 90 days)	24%	23%	23%	21%			
Quality	% of FQHC claims rejected, denied or otherwise unpaid	2.3%	2.3%	2.2%	2.1%			

#### **Performance Measures Descriptions**

Number of encounters demonstrates volume of work. % of receivables older than 90% should be a small and declining %, since the older a claim gets the less likely it is to be paid. Finally there are many reasons why a claim might not be paid (e.g. client ineligible for service, didn't have insurance coverage on the date of service) but this should be a small and declining % of total claims.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,172,296	\$0	\$1,200,961	\$0
Contractual Services	\$1,420,673	\$0	\$247,029	\$0
Materials & Supplies	\$588,747	\$0	\$1,540,071	\$0
Internal Services	\$142,310	\$0	\$153,657	\$0
Total GF/non-GF	\$3,324,026	\$0	\$3,141,718	\$0
Program Total:	\$3,324,026		\$3,14	1,718
Program FTE	13.00	0.00	13.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 40041 Business and Quality - Medical Billing

County General Fund match is no longer needed for the CAWEM program, resulting in a cost reduction in Medical Billing. The State of Oregon has expanded the program Statewide and is paying the State match rather than requiring the match from Counties.



#### Program #40045 - Health Equity Initiative (Racial Justice Focus)

4/16/2014

Department:Health DepartmentProgram Contact:Ben Duncan

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Health Equity Initiative mission is to assure and promote the County's commitment to improving and protecting the health of all Multnomah County residents by addressing the ways that societal conditions affect health. Overarching goals of Health Equity Initiative include: incorporating equity into all programs, policies, and practices, developing and implementing empowering approaches to address inequities, and increasing awareness of the intersections between societal conditions and health outcomes.

## **Program Summary**

In Multnomah County people of color, immigrants, and refugees experience lower life expectancy, higher rates of disease, higher rates of poverty, lower education and economic attainment, less access to power and decision-making, and over-representation in the criminal justice and mental health systems. The Health Equity Initiative (HEI) advocates addressing racial and ethnic health inequities with an explicit focus on equity and empowerment. To eliminate racial and ethnic health disparities by addressing root causes, HEI builds capacity internally and externally to understand the intersections of societal conditions and health outcomes, and provides technical assistance and consultation for applying the Equity and Empowerment Lens in programs, policies and practices.

HEI will focus on increasing awareness by developing training and disseminating case studies that reflect the impacts of societal conditions on health, and the important role that Public Health can play in achieving positive outcomes for racial and ethnic communities most impacted by the burden of illness, poverty and powerlessness. HEI will work within the Health Department on policy analysis and development and partner with programs focusing on the elimination of racial and ethnic health disparities and quality improvement to ensure focus on equity and empowerment in program and practice. HEI will also implement and maintain Health Department ADM.01.08.03 "Cultural Competence Needs Assessment Policy" to advance our work in culturally competent service delivery and reduce inequities in clinical outcomes. Externally, HEI will continue to build relationships with community partners and coordinate with the Office of Diversity and Equity to ensure that best practices are institutionalized throughout the County.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of staff, community members trained on health inequities and the E&E Lens	350	500	500	500		
Outcome	%of staff with increased knowledge of health inequities and Lens after trainings	na	90.0%	90%	90%		
Output	Number of programs, practices and policies applying the lens	4	20	20	20		
Output	Number of case studies developed highlighting health equity success stories	na	6	9	12		

#### **Performance Measures Descriptions**

<sup>\*</sup>Program Measures non-applicable represent the change in management occurring October 2012 and revised program measures based on the publication of the Equity and Empowerment Lens, a newly hired staff member, increased focus on evaluation, and a shift in programmatic focus areas reflecting internal workforce development and Lens consultation and technical assistance.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$360,231	\$0	\$398,151	\$0
Materials & Supplies	\$4,179	\$0	\$15,161	\$0
Internal Services	\$23,672	\$0	\$39,349	\$0
Total GF/non-GF	\$388,082	\$0	\$452,661	\$0
Program Total:	\$388,082		\$452	2,661
Program FTE	3.45	0.00	3.40	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 40045 Health Equity Initiative (Racial Justice Foc

This program continues to build capacity internally and externally in the application of the Equity and Empowerment Lens and to better articulate the role of Public Health in addressing inequities for communities most impacted by negative health outcomes.



## Program #40047 - Public Health Community Initiatives

4/16/2014

Department: Health Department Program Contact: Consuelo Saragoza

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Public Health Community Initiatives Program helps to develop and implement population-based approaches to prevent chronic disease, improve health equity and improve the health of all Multnomah County residents. The Program coordinates policy, planning, and partnerships to address the leading risk factors for chronic disease such as tobacco use, exposure to secondhand smoke, physical inactivity, and poor nutrition.

## **Program Summary**

Despite spending more than twice what most other industrialized nations spend on health care, the U.S. ranks 24th out of 30 such nations in terms of life expectancy. A major reason is the minimal investment we make in preventing diseases. Seventy five percent of our health care costs are related to preventable conditions. The Community Wellness and Prevention Program focuses on community-related activities designed to prevent diseases from occurring at all by coordinating efforts to change the community conditions that contribute to poor health outcomes, such as lack of access to safe places to walk and play, low availability of fresh fruits and vegetables, or easy access to tobacco by youth. These activities are carried out in collaboration with a wide, diverse network of community stakeholders through coalition building and formation of strategic organizational partnerships.

The Program builds community-wide efforts to combat obesity and chronic diseases and address health inequities by changing policies, systems, and environments that will create sustainable health promoting changes over time. The Program collaborates to help advance a coordinated public health policy agenda by strengthening linkages with community partners and across Health Department programs. This includes efforts to inform the design of healthy, safe neighborhoods, create strong local food systems, and reduce access to tobacco by youth. The Program supports development and incubation of innovative place-based initiatives such as the Healthy Retail Initiative and the Worksite Wellness Initiative. The Program also develops and implements health promotion campaigns under the "It Starts Here" brand. The Department Communications Team in partnership with the County Communications team provides Health Department coverage through media and social media outlets.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of community partners in Health Active Multnomah County Coalition	30	50	40	45			
Outcome	Number of policies established to slow and reduce rates of chronic disease	14	16	14	16			

# **Performance Measures Descriptions**

1) Number of community partners in Healthy Active Multnomah County coalition. Partners will be tracked by # of partnerships established/strengthened through policy teams. 2) Number of policies established: This is an outcome measure that enables the program to track and monitor whether its partnership activities result in concrete changes in policy.

Healthy Communities Grant funded by Oregon Public Health Division must comply with required work plans and assurances. Food Access Grant Funded by the Northwest Health Foundation/Kaiser must comply with reporting requirements.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$646,867	\$166,226	\$190,725	\$168,018
Contractual Services	\$15,000	\$11,810	\$0	\$5,082
Materials & Supplies	\$21,427	\$3,315	\$15,867	\$1,105
Internal Services	\$191,214	\$20,867	\$130,354	\$18,205
Total GF/non-GF	\$874,508	\$202,218	\$336,946	\$192,410
Program Total:	\$1,076,726		\$529	),356
Program FTE	6.75	1.80	1.80	1.77

Program Revenues					
Indirect for Dept. Admin	\$12,968	\$0	\$13,105	\$0	
Intergovernmental	\$0	\$115,256	\$0	\$132,451	
Other / Miscellaneous	\$0	\$86,962	\$0	\$59,959	
Total Revenue	\$12,968	\$202,218	\$13,105	\$192,410	

#### **Explanation of Revenues**

Public Health Community Initiatives is funded by:

Healthy Communities grant: \$81,250 Kaiser Food Access grant: \$59,959

State Local Public Health Authority tobacco prevention grant: \$51,201

## Significant Program Changes

Last Year this program was: 40047A Community Wellness and Prevention

PO 40047A Community Wellness and Prevention and 40047B Public Health Policy and Planning were combined with other community activities to become Public Health & Community Initiatives. This restructuring included moving three positions and cutting four other positions including senior level management positions as a cost saving measure.



## Program #40048 - Community Epidemiology

4/16/2014

**Department:** Health Department **Program Contact:** Robert Johnson

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Community Epidemiology Services (CES) program provides core public health services to the community. These activities include: epidemiologic surveillance and outbreak response, population health data collection and analysis, application of best and promising evidence-based practices in public health, effective financial management and fiscal accountability, and quality improvement and performance management.

## **Program Summary**

The Community Epidemiology Services (CES) program provides the core governmental public health services to the community--in concert with all public health functions in the Department. Population data are analyzed to assist programs in optimizing quality and accountability to the communities they serve. CHS programs provide clinical, technical, field-based outreach, and community engagement functions across diverse professional disciplines such as medicine, nursing, public health inspections (food and water), entomology (vector control), and health promotion. These programs must operate in compliance with a substantial body of public health and environmental statutes and ordinances to monitor and control disease. Accurate collection and analysis of programmatic, epidemiological, and environmental data is essential to focus resources on preventing disease and promoting health in vulnerable populations. The CES unit leads CHS programs in implementation of efficient and safe service delivery, coordinated public health data, epidemiologic analysis, and coordinated communication activities.

CES optimizes resources to assure quality and effectiveness of clinical services, data management, and prevention projects. The program provides demographic data for strategic program planning and to assist our community partners in coordinating efforts. Outbreak response is provided through epidemiologic support, statistical modeling, and standardized Investigative Guidelines.

CES also supports the Department with implementation of best practices and coordination with prioritized County initiatives. This program plays a vital role in working toward Public Health Accreditation for the Department. This involves work in community health assessment, community health improvement planning, and assuring that all public health services align with the Multnomah County Health Department Strategic Plan.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of Quality Improvement training and projects for identified priority CHS programs	12	14	10	10			
Outcome	Percent of strategic projects completed successfully*	0	0	94%	95%			
Quality	Internal customers are "satisfied" or "extremely satisfied"	90%	90%	92%	92%			

## **Performance Measures Descriptions**

\*New measure--Strategic projects include: epidemiology reports and data asks, quality improvement projects, informatics database improvements, and cross-Departmental collaborations.

Oregon Revised Statutes (ORS) 431.416 Local public health authority duties

- (a) Epidemiology and control of preventable diseases and disorders
- (b) Parent and child health services
- (c) Collection and reporting of health statistics
- (d) Health information and referral services
- (e) Environmental health services

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$392,582	\$0	\$504,299	\$0
Contractual Services	\$9,000	\$0	\$21,000	\$0
Materials & Supplies	\$41,055	\$0	\$40,366	\$0
Internal Services	\$56,689	\$0	\$64,467	\$0
Total GF/non-GF	\$499,326	\$0	\$630,132	\$0
Program Total:	\$499,326		\$630	,132
Program FTE	3.50	0.00	4.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 40048 Community Epidemiology



#### Program #40049 - Corrections Health Juvenile Detention

4/16/2014

Department:Health DepartmentProgram Contact:Nancy Griffith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Providing health care to detained youth is the responsibility of Corrections Health. Corrections health personnel care for 80 detained youth at any one time (+3,500 per year) from Multnomah, Washington and Clackamas Counties who are brought in from the streets, other jurisdictions and other community holding facilities. Detainees include females and males who need their health issues addressed in a timely manner in order to prevent emergencies, pain and suffering which is the constitutional measure of quality care. Stabilizing their health allows them to participate fully in their legal processes.

## **Program Summary**

This offer ensures that the health needs for 80 youth meet the standards that assure access to care, safeguards the health of all those who are in detention and controls the legal risk to the County. JDH health professionals work 16 hrs/day, seven days a week providing care for 80 youth daily in 6 individual housing units from three counties. Care ranges from minor ailments to major chronic and emotional diseases resulting from substance abuse, trauma, lack of health care, lack of knowledge of hygiene and self care, frequent infections and a high rate of medical and mental illness. Registered nurses work one day/week with a provider in the clinic, to examine and order the care necessary to keep the youth medically healthy.

In partnership with the Department of Community Justice custody staff, Corrections Health identifies and responds to medical emergencies and also screens for communicable diseases to keep outbreaks to a minimum. Coordination with other Oregon counties occurs so transferring health care needs to other jurisdictions is achieved effectively. This health care is delivered effectively through providing the right care in the right setting.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	# of clients visits conducted by a CH nurse per yr	3,500	3,500	3,500	3,500			
Outcome	% of detained youth receiving mental health medications monthly	50%	50%	50%	50%			

# **Performance Measures Descriptions**

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Access to care, an evaluation by a health professional, and the right to receive care that is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs brings harm to individuals entrusted to our care and increases liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$521,405	\$66,489	\$545,738	\$0
Materials & Supplies	\$50,716	\$0	\$16,268	\$0
Internal Services	\$74,493	\$6,090	\$70,048	\$0
Total GF/non-GF	\$646,614	\$72,579	\$632,054	\$0
Program Total:	\$719,193		\$632	2,054
Program FTE	3.40	0.00	3.60	0.00

Program Revenues				
Indirect for Dept. Admin	\$4,654	\$0	\$0	\$0
Service Charges	\$68,132	\$72,579	\$68,132	\$0
Total Revenue	\$72,786	\$72,579	\$68,132	\$0

#### **Explanation of Revenues**

As a result of current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payors, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. Youth in the Alcohol and Drug Treatment Program have Oregon Health Plan (OHP) coverage so some of their clinic appointments with a physician and medications are billed to the Oregon Health Plan.

Corrections Health Juvenile Detention/Admissions and Housing is funded by county general fund which includes \$68,132 in intergovernmental revenue from Washington and Clackamas Counties.

#### Significant Program Changes

Last Year this program was: 40049 Corrections Health Juvenile Detention, Admis



## Program #40050A - Corrections Health Multnomah County Detention Center (MCDC)

4/16/2014

**Department:** Health Department **Program Contact:** Nancy Griffith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

Corrections Health, Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Approximately 40-60 US Marshall (USM) detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

## **Program Summary**

Providing health care to all detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

This offer represents Corrections Health MCDC basic administration, support, booking and mental health care delivery programs for the right care to be provided in the right setting. MCDC averages 120 newly booked individuals each day. Nurses (24 hrs/7 days/wk) evaluate each detainee to identify critical health issues and make plans for scheduled care for stabilization. Screening includes health history, chronic disease, including mental health care, substance abuse, communicable disease evaluation and current prescriptions. Through these evaluations, treatments, medications, provider appointments, mental health referrals and housing decisions are made. Suicide symptom inventory and TB screening are vitally important at booking for safety while incarcerated. The Mental Health Team is composed of PMHNP, mental health consultants and mental health nurses for evaluation, monitoring and treatment for the many mentally ill clients booked into jail. Over 60% of all medications prescribed are for mental health conditions.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Average # of health screenings completed in an 8 hr shift	115	115	115	115
Outcome	% of + screenings resulting in a referral to the mental health team per year	50%	50%	55%	55%

# **Performance Measures Descriptions**

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,987,918	\$0	\$3,018,090	\$0
Contractual Services	\$560,976	\$0	\$561,753	\$0
Materials & Supplies	\$213,199	\$0	\$249,259	\$0
Internal Services	\$170,543	\$0	\$209,083	\$0
Total GF/non-GF	\$3,932,636	\$0	\$4,038,185	\$0
Program Total:	\$3,932,636		\$4,03	8,185
Program FTE	23.70	0.00	23.00	0.00

Program Revenues				
Service Charges	\$26,789	\$0	\$12,342	\$0
Total Revenue	\$26,789	\$0	\$12,342	\$0

#### **Explanation of Revenues**

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge.

Corrections Health MCDC Base Services and Booking Floor is funded with county general fund. The program estimates to collect \$12,342 in medical fees that are included in the county general fund.

#### Significant Program Changes

Last Year this program was: 40050A Corrections Health Multnomah County Detenti



# Program #40050B - Corrections Health MCDC Clinical Services and 4th Floor Housing

4/16/2014

Department:

Health Department Program Contact: Nancy Griffith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and classification housing. Approximately 40-60 USM detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

## **Program Summary**

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

This offer represents the MCDC 4th floor which is composed of 46 beds, two general and two mental health clinic rooms, one dental operatory, X-ray and lab services as well as 10 mental health and 10 general medical skilled care beds, plus four housing areas for high level discipline inmates. Also, a nurses station, chart room and a medication/supplies room. Services such as skilled nursing, dialysis, IV therapy, PT/OT, post surgical and terminal care are provided in the jail instead of a high cost hospital. Mental health is managed by a team of mental health nurses, consultants and providers. The 4th floor is staffed 24/7 with nursing personnel to provide needed care and emergency medical response. This health care is delivered effectively through providing the right care in the right setting.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Avg # inmate medical requests for care evaluated by nurse monthly	1000	980	980	1000		
Outcome	Avg active and constant suicide watches per month to prevent inmate injury or death.	80	246	240	240		

# **Performance Measures Descriptions**

Performance measures reflect care delivered for 5 floors in MCDC as we do not separate suicide watches or medical request evaluations per floor. Outcome Measured CHANGED: Previous year actual for suicide represents "Constant Suicide Watch" only. In FY14 began tracking both "ACTIVE" and "CONSTANT" suicide watches, which results in a high number (and better quality of care.)

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,578,355	\$0	\$1,398,934	\$0
Contractual Services	\$466,381	\$0	\$623,567	\$0
Materials & Supplies	\$212,865	\$0	\$230,358	\$0
Internal Services	\$84,332	\$0	\$69,946	\$0
Total GF/non-GF	\$2,341,933	\$0	\$2,322,805	\$0
Program Total:	\$2,341,933		\$2,32	2,805
Program FTE	15.00	0.00	13.72	0.00

Program Revenues				
Service Charges	\$14,681	\$0	\$6,697	\$0
Total Revenue	\$14,681	\$0	\$6,697	\$0

## **Explanation of Revenues**

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare etc. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts a nominal fee for evaluations, clinic visits and medications. Many treatments, screenings, diagnostics tests and communicable diseases are at no charge.

Corrections Health MCDC Clinical Services and 4th FIr Housing is funded by county general fund. The program estimates to collect \$6,697 in medical fees that are included in the county general fund.

## **Significant Program Changes**

Last Year this program was: 40050B Corrections Health MCDC Clinical Services a



#### Program #40050C - Corrections Health MCDC Housing Floors 5, 6, 7 & 8

4/16/2014

**Department:** Health Department **Program Contact:** Nancy Griffith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Over 38,000 individuals are cared for each year with over 60% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

#### **Program Summary**

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

This offer represents the health services to all four housing floors at MCDC. Approximately 400 detainees are housed in classification (new jail housing), female, male, close custody and mental health housing modules. Ninety-six rooms are designated for those with mental health diagnosis and cared for by a team of mental health nurses, consultants and providers for diagnosis and treatment. Early identification, evaluation and treatment provide safety for clients, especially for suicide prevention. A variety of treatments, such as managing alcohol and drug withdrawal, evaluating chronic diseases, preventing the spread of communicable diseases, medication management and emergency response are provided efficiently by 24/7 staff. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Average # of inmate medical requests for care evaluated by nurse monthly	1,000	963	980	1,000	
Outcome	Avg active and constant suicide watches per month to prevent inmate injury or death	80	246	240	240	

#### **Performance Measures Descriptions**

Performance measures reflect care delivered for 5 floors in MCDC as we do not separate suicide watches or medical evaluation requests per floor. Outcome Measured CHANGED: Previous year actual for suicide represents "Constant Suicide Watch" only. In FY14 began tracking both "ACTIVE" and "CONSTANT" suicide watches, which results in a high number (and better quality of care.)

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is ordered is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,226,584	\$0	\$1,422,126	\$0
Contractual Services	\$311,775	\$0	\$596,744	\$0
Materials & Supplies	\$112,378	\$0	\$246,590	\$0
Internal Services	\$71,794	\$0	\$93,591	\$0
Total GF/non-GF	\$1,722,531	\$0	\$2,359,051	\$0
Program Total:	\$1,722,531		\$2,35	9,051
Program FTE	11.40	0.00	13.40	0.00

Program Revenues				
Service Charges	\$14,530	\$0	\$8,961	\$0
Total Revenue	\$14,530	\$0	\$8,961	\$0

## **Explanation of Revenues**

Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare etc. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge.

Corrections Health MCDC Housing Floor 5, 6, 7 & 8 is funded by county general fund. The program estimates to collect \$8,961 in medical fees that are included in the county general fund.

## Significant Program Changes

Last Year this program was: 40050C Corrections Health MCDC Housing Floors 5, 6



# Program #40050D - Corrections Health MCDC - Hospital Services for Inmates

4/16/2014

Department:Health DepartmentProgram Contact:Wendy LearProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

## **Executive Summary**

This request for additional County General Fund support will bring the Corrections Health budget in line with the actual hospitalization costs for inmates.

## **Program Summary**

For many years the actual cost of emergency room and hospital costs for inmates exceeded the budget set aside for these services. The Health Department typically had savings in other programs and services to cover this additional cost in Corrections Health. However, as budgets in all areas have become leaner, savings to cover these costs is no longer a guarantee.

In FY 2015, as more inmates become enrolled in Medicaid the cost to the County for hospitalizations should decline. If hospitals are able to bill Medicaid instead of the County for some services it may make this additional funding unnecessary in the future.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome		0	0	0	0	

# **Performance Measures Descriptions**

This will enable the program to meet the performance measures outlined in 40050A-C.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$439,000	\$0
Total GF/non-GF	\$0	\$0	\$439,000	\$0
Program Total:	\$0		\$439	,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was:



## Program #40051A - Corrections Health Inverness Jail (MCIJ) Clinical Services

4/16/2014

Department:Health DepartmentProgram Contact:Nancy Griffith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 40-60 USM detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

## **Program Summary**

MCIJ health personnel care for all those detainees transferred from MCDC to continue or begin treatment until disposition of their legal process is complete. Sentenced and non-sentenced detainees have a plan of care in place to maintain treatment of their health conditions in order to prevent emergencies or pain and suffering which is the constitutional measure of quality care.

Trained, skilled professional staff provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. This offer represents MCIJ base and clinical services which is administrative, support, diagnostic and clinical services. Three general provider rooms, one dental operatory, one mental health and one triage/treatment room provide office visits for clients. Triage nurses evaluate client care requests and refer to nurses, the mental health team, providers or dentists for care according to the medical need. X-ray and lab services support diagnosing health problems. This area also supports the nursing station, medication room, central records room and administrative offices for various personnel so health care can be delivered. By providing 24/7 skilled health care on site for this vulnerable, under served population, we minimize the high cost of outside medical care. MCIJ is also the center (HUB) for the state inmate transport system. An average of 20-100 inmates stay overnight and receive health care.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Avg # of inmate medical requests for care evaluated by the Triage Nurse.	950	930	930	930		
Outcome	Avg # of TB tests per month.	70	65	65	65		

#### **Performance Measures Descriptions**

Performance measures reflect the entire facility.

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,872,426	\$0	\$1,967,070	\$0
Contractual Services	\$397,358	\$0	\$133,637	\$0
Materials & Supplies	\$130,335	\$0	\$253,396	\$0
Internal Services	\$188,039	\$0	\$205,768	\$0
Total GF/non-GF	\$2,588,158	\$0	\$2,559,871	\$0
Program Total:	\$2,588,158		\$2,55	9,871
Program FTE	14.10	0.00	13.98	0.00

Program Revenues				
Service Charges	\$30,906	\$0	\$15,426	\$0
Total Revenue	\$30,906	\$0	\$15,426	\$0

#### **Explanation of Revenues**

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts for nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable disease testing are at no charge.

Corrections Health MCIJ Base Services and Clinical Services is funded by county general fund. The program estimates to collect \$15,426 in medical fees that are included in the county general fund.

## Significant Program Changes

Last Year this program was: 40051A Corrections Health Inverness Jail (MCIJ) Ba



## Program #40051B - Corrections Health MCIJ General Housing Dorms 4 - 11

4/16/2014

**Department:** Health Department **Program Contact:** Nancy Griffith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 40-60 USM detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

## **Program Summary**

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

This offer represents a variety of health, mental health, and dental services to 430 men and women in Dorms 4-11 at MCIJ (Dorms 1,2,3 are closed). Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. Inside and outside inmate workers are monitored by Corrections Health for the ability to work, injuries and medication management when out of the facility. Chronic disease monitoring is key to preventing hospitalizations for clients with diabetes, hypertension, seizures, heart disease and infections. Special orthopedic and OB/GYN clinics support in jail care. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable diseases to keep everyone safe. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Avg # of inmate medical requests for care evaluated by the Triage Nurse monthly	950	930	930	930	
Outcome	Avg # of inmate TB tests per month.	70	65	65	65	

# **Performance Measures Descriptions**

Performance measures reflect the entire facility.

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health professional and a right to receive care that is ordered, is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,048,892	\$0	\$1,149,317	\$0
Contractual Services	\$329,172	\$0	\$67,766	\$0
Materials & Supplies	\$127,945	\$0	\$58,966	\$0
Internal Services	\$110,503	\$0	\$77,726	\$0
Total GF/non-GF	\$1,616,512	\$0	\$1,353,775	\$0
Program Total:	\$1,616,512		\$1,353,775	
Program FTE	9.30	0.00	10.20	0.00

Program Revenues					
Service Charges	\$20,868	\$0	\$8,372	\$0	
Total Revenue	\$20,868	\$0	\$8,372	\$0	

## **Explanation of Revenues**

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, etc. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts for a nominal fee for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable diseases testing are at no charge.

Corrections Health MCIJ General Housing Dorms 4 - 11 is funded by county general fund. The program estimates to collect \$8,372 in medical fees that are included in the county general fund.

## **Significant Program Changes**

Last Year this program was: 40051B Corrections Health MCIJ General Housing Dor



## Program #40051C - Corrections Health MCIJ Dorms 12 - 18 and Infirmary

4/16/2014

**Department:** Health Department **Program Contact:** Nancy Griffith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 40-60 USM detainees are housed in the system daily. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

## **Program Summary**

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

Corrections Health provides a variety of health, mental health and dental services to 430 men and women in dorms 12-18 at MCIJ. Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. A 10 bed medical unit which provides skilled nursing and protective isolation in house and preventing a stay in a hospital and much greater cost. Chronic disease monitoring is key to prevent hospitalizations for our clients with diabetes, hypertension, seizures, heart disease and infections. Special OB/GYN and orthopedic clinics support in house care. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable disease to keep everyone safe. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Avg # of inmate medical requests for care evaluated by the Triage Nurse monthly	950	930	930	930		
Outcome	Avg # of TB tests per month.	70	65	65	65		

#### **Performance Measures Descriptions**

Performance measures reflect the entire facility.

From the US Supreme Court to the Oregon State Revised Statutes, necessary health care for incarcerated individuals is a right because they have lost their freedom to obtain care on their own. Access to care, an evaluation by a health care professional and a right to receive that care is mandated by the 4th, 8th and 14th amendments. When serious health needs are not addressed by professionals, deliberate indifference to medical needs bring harm to individuals entrusted to our care. Corrections Health is bound by ethical standards to provide unbiased care to all individuals.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$748,040	\$0	\$887,276	\$0
Contractual Services	\$234,340	\$0	\$90,673	\$0
Materials & Supplies	\$76,863	\$0	\$78,898	\$0
Internal Services	\$92,373	\$0	\$103,999	\$0
Total GF/non-GF	\$1,151,616	\$0	\$1,160,846	\$0
Program Total:	\$1,151,616		\$1,160,846	
Program FTE	6.90	0.00	7.80	0.00

Program Revenues					
Service Charges	\$18,226	\$0	\$11,202	\$0	
Total Revenue	\$18,226	\$0	\$11,202	\$0	

#### **Explanation of Revenues**

As a result of the laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from 3rd party payers, insurance companies, Medicare, Medicaid and OHP. These rules and laws are under review both locally and nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees for evaluations, clinic visits and medications. Many treatments, screenings, diagnostic tests and communicable disease testing are at no charge.

Corrections Health MCIJ Dorms 12-18 including Infirmary, is funded by county general fund. The program estimates to collect \$11,202 in medical fees that are included in the county general fund.

## **Significant Program Changes**

Last Year this program was: 40051C Corrections Health MCIJ Dorms 12 - 18 and I



### Program #40051E - Corrections Health - Eligibility Screening and Nursing Services

4/16/2014

**Department:** Health Department **Program Contact:** Nancy Griffith

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

### **Executive Summary**

Program offer provides additional staff that supports OHP enrollment of jail clients, and provides additional nursing staff to further stabilize the program.

### **Program Summary**

Corrections Health, Multnomah County Detention Center (MCDC) and Inverness (MCIJ) jail houses 1310 adults and is composed of two adult facilities. MCDC (448 beds) houses inmates who are most acute, along with all of the booking and releases. Approximately 40-60 US Marshall (USM) detainees are housed in the system daily. MCIJ (860 beds) houses inmate workers for inside/outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. MCIJ health personnel care for all those detainees transferred from MCDC to continue or begin treatment until disposition of their legal process is complete. Sentenced and non-sentenced detainees have a plan of care in place to maintain treatment of their health conditions in order to prevent emergencies or pain and suffering which is the constitutional measure of quality care. Trained, skilled professional staff provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country. Over 38,000 individuals are cared for each year with over 60% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses. This program adds additional staff to Corrections Health.

A 1.0 Eligibility Specialist to enroll inmates in the Affordable Care Act. In addition, this person will ensure all inmates who receive care in a hospital more than 24 hours will be enrolled, if eligible, for medicaid reimbursement by the hospital. We anticipate that will save Corrections Health about \$500,000 per year in outside medical costs. The Eligibility Specialist will work at both MCIJ and MCDC. A 1.4 FTE CHN will be hired for the day shift at MCDC. This allows more care to be given to inmates who are booked with increasingly higher medical acuity. Currently, there are only two day shift CHNs and a Lead in the clinic. This is very short staffing for an acute area. The .4 FTE position will also be used to fill vacancies which will decrease the amount of overtime and mandates that occur as significant costs to Corrections Health. The .4 FTE can be scheduled to work up to a 1.0 without incurring any overtime.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	The Eligibility Specialist will screen 100 inmates for OHP (Medicaid) eligibility.	n/a	n/a	n/a	100	
Outcome		0	0	0	0	
Efficiency	The CHN on day shift at MCDC will be able to complete 10 Medical Request Forms per shift.	n/a	n/a	n/a	10	

### **Performance Measures Descriptions**

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$203,406	\$0
Materials & Supplies	\$0	\$0	\$7,150	\$0
Total GF/non-GF	\$0	\$0	\$210,556	\$0
Program Total:	\$0		\$210	),556
Program FTE	0.00	0.00	2.40	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

### **Significant Program Changes**

Last Year this program was:



### Program #40052 - Medical Examiner

4/16/2014

**Department:** Health Department **Program Contact:** Kathryn Richer

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The County Medical Examiner's Office (ME) investigates and determines the cause and manner of deaths which occur under specific circumstances in Multnomah County. Approximately 2,200 of the County's 6,300 yearly deaths fall into this category. ME Office activities are highly visible to the public when a questionable death occurs in the community. ME staff are directly involved with the families, loved ones of deceased individuals, and the emergency response community, (police, fire, mortuary services, accident investigators) on a daily basis. The Office operates 24/7/365.

### **Program Summary**

Under ORS Chapter 146, the County is required to have a Medical Examiner (ME) Office investigate deaths that occur under specific circumstances. These include deaths a) that are apparently homicidal, suicidal or occurring under suspicious circumstances, b) resulting from unlawful use of controlled substances or toxic agents, c) following an accident or injury, d) occurring under incarceration or police custody, and e) during or arising from employment. They also include deaths that are sudden, unexpected or that are unattended by a physician.

As most deaths investigated by the ME are sudden and unexpected, the ME Office is in a unique position to identify unusual and emerging causes of death and injury, and to contribute to preventive public health interventions. Examples include clusters of death due to an unknown illness, prescription medication, overdose, or illicit drug use.

ORS 146 establishes a hybrid state/county approach to ME services. Counties and the state share authority and responsibility for staffing, supervision, operations, and technical direction. Multnomah County staff carry out field death investigations, authorize removal of deceased persons from the place of death, notify next-of-kin, and protect decedents' property until a personal representative takes charge. They also work in collaboration with state physician Medical Examiners who perform autopsies and certify the cause and manner of death. The Multnomah County ME Office is physically co-located with the Clackamas County and Oregon ME Offices in an Oregon State Police facility in Clackamas County.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of deaths requiring investigation	2,316	2,200	2,350	2,380			
Outcome	Deputy Medical Examiner arrives on-scene within one hour for 90% of calls	75%	70%	77%	80%			

### **Performance Measures Descriptions**

Output: Number of deaths in Multnomah County that require investigations.

Outcome: A Deputy Medical Examiner arrives on-scene in 90% of calls requiring on-scene investigation within one hour of first notification in order to support public safety, law enforcement, and affected members of the public.

The outcome measure was effective FY13.

ORS 146 specifies responsibilities and authorities for the Office (i.e. deaths requiring investigation; responsibility for investigation; notification of death; removal of body; authority to enter and secure premises; notification of next of kin; authority to order removal of body fluids; autopsies; disposition of personal property; unidentified human remains). ORS 146 also establishes a hybrid state/county program structure which limits the county's authority over operations, procedures, and technical functions.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$916,997	\$0	\$926,977	\$0
Contractual Services	\$61,400	\$0	\$64,050	\$0
Materials & Supplies	\$12,093	\$0	\$14,731	\$0
Internal Services	\$67,364	\$0	\$89,183	\$0
Total GF/non-GF	\$1,057,854	\$0	\$1,094,941	\$0
Program Total:	\$1,057,854		\$1,09	4,941
Program FTE	9.20	0.00	9.20	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

### Significant Program Changes

Last Year this program was: 40052A Medical Examiner



### Program #40054 - Nurse Family Partnership

**Program Contact:** Jessica Guernsey

Program Offer Stage: As Proposed

4/16/2014

**Department: Health Department** 

**Program Offer Type:** Existing Operating Program

**Related Programs:** 40055, 40056, 40058A

**Program Characteristics:** 

### **Executive Summary**

Multnomah County Health Department is the only organization in the County to provide and support the Nurse Family Partnership Program (NFP). NFP is an evidence-based community healthcare program supported by extensive research documented from 25 years of implementation. NFP supports a partnership between low-income, first time mothers with a home-visiting Community Health Nurse to achieve the care and support they need to have a healthy pregnancy and provide competent care for their children and families. NFP serves 400 families per year.

### **Program Summary**

Research shows the conditions of early life have a profound impact on long-term health and overall life stability. The Nurse Family Partnership Program (NFP) is a nurse home visiting program offered to first-time, low-income pregnant women through two Multnomah County teams, one team located in Northeast Portland, and one team located in East County. Home visiting services begin in early pregnancy and follow families up to their child's second birthday.

NFP consistently demonstrates improved prenatal health, fewer childhood injuries, fewer subsequent pregnancies, increased intervals between births, increased maternal employment and improved school readiness. Multnomah County has developed infrastructure that ensures fidelity to the NFP model and includes extensive staff training, reflective supervision, and rigorous evaluation support through the NFP National Service Office. In 2013 the two NFP teams served over 400 families. Current NFP teams have the capacity to serve 400 families a year in Multnomah County.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of families served	482	n/a	400	400	
Outcome	% of mothers enrolled in NFP services who are breastfeeding at 6 months	52%	50%	52%	60%	
Quality	Client retention in prenatal phase of NFP program	75%	n/a	75%	80%	
Quality	Client satisfaction	98%	95%	98%	98%	

### **Performance Measures Descriptions**

We changed our output performance measure from % of developmental screenings completed to number of families served in the NFP program. We also added a quality measure on prenatal client retention because retaining clients prenatally is an important metric on how well we are doing in the program overall.

Nurse Family Partnership (NFP) complies with contractual program guidelines set forth by the NFP National Service Office to assure fidelity to the model. OMB Circular A-87, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,794,059	\$806,797	\$1,417,601	\$1,294,655
Contractual Services	\$84,919	\$483,129	\$406,847	\$22,756
Materials & Supplies	\$50,493	\$42,136	\$34,870	\$21,011
Internal Services	\$125,572	\$316,387	\$232,871	\$208,646
Total GF/non-GF	\$2,055,043	\$1,648,449	\$2,092,189	\$1,547,068
Program Total:	\$3,703,492		\$3,63	9,257
Program FTE	15.15	6.00	11.92	10.20

Program Revenues				
Indirect for Dept. Admin	\$105,709	\$0	\$105,372	\$0
Intergovernmental	\$0	\$168,767	\$0	\$120,000
Other / Miscellaneous	\$0	\$13,516	\$13,516	\$0
Service Charges	\$0	\$1,466,166	\$0	\$1,427,068
Total Revenue	\$105,709	\$1,648,449	\$118,888	\$1,547,068

### **Explanation of Revenues**

The Nurse Family Partnership Program (NFP) is funded by county general fund, and Medicaid fees from: 1) Maternity Case Management (MCM) home visits conducted from pregnancy through two months postpartum and 2) Targeted Case Management (TCM) for infants and children up to age 5 years.

Medicaid Target Case Management: \$1,015,868 Medicaid Maternity Case Management: \$411,200

OHSU CaCoon grant: \$120,000

### **Significant Program Changes**

Last Year this program was: 40013A Early Childhood Home Based Services

Maternal, child, and family health programs previously combined in program offers 40013A & 40013B have been separated in order to provide more clarity regarding individual program goals, deliverables, performance measures, and budget details.

In FY14, three Community Health Nurses were re-assigned within Early Childhood Services and trained in the Nurse Family Partnership (NFP) model to begin consolidating home visiting work into existing best practice, outcome based, homevisiting models that MCHD already uses, and are unique in both health transformation and the developing Early Learning Council work. Multnomah County is the only agency in the County that provides NFP in the community.



Program #40055 - CaCoon 4/16/2014

Department: Health Department Program Contact: Jessica Guernsey

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 40054, 40056, 40058A

**Program Characteristics:** 

### **Executive Summary**

Multnomah County Health Department is the only organization in the County that provides and supports CaCoon home visiting services. CaCoon is a nurse home visiting program providing care coordination for children birth through four years of age with special health needs and for families identified as high medical and social risk. CaCoon serves approximately 300 families a year.

### **Program Summary**

Research shows the conditions of early life have a profound impact on long-term health and overall life stability. The Multnomah County CaCoon program serves families with children from birth to age four who have (or are at risk or having) a chronic health condition or disability. CaCoon care coordination services are offered by Community Health Nurses who are specially trained to care for children with special health needs. Since family members have a central role in the care of their child, all services are planned around the desires and concerns of the family. CaCoon children and their families often have very complex health and related needs requiring coordination across multiple systems of care. The CaCoon program helps families coordinate their child's care, develop care management skills, and link to appropriate services through home visiting. Multnomah County has one full CaCoon team located in East County with the ability to serve 300 families a year. Additionally, CaCoon Community Health Nurses provide technical support to all other Multnomah County home visiting programs for families enrolled in non-CaCoon programs in the event a child has a special health care need, and to families enrolled in the Mt Hood Head Start program, LifeWorks NW, and pregnant/parenting women involved in the corrections system as part of a multidisciplinary team including the Department of Community Justice.

Compared to Medicaid children without CaCoon, children that received CaCoon nurse home visits demonstrated significantly higher rates of immunizations, annual well-child visits, and annual dental care visits all resulting in potential Medicaid costs savings. CaCoon is recognized by the Association of Maternal and Child Health Programs as a promising practice and is part of a larger network of training, evaluation, and technical support through the Oregon Center for Children and Youth with Special Health Needs.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of families served by CaCoon	200	NA	300	300		
Outcome	% of participants breastfeeding at 3 months	60%	NA	60%	60%		
Quality	Completion of 6 mandatory assessments as directed by State program for families seen more than 3 times	NA	NA	NA	95%		
Quality	Client satisfaction	98%	NA	98%	98%		

### **Performance Measures Descriptions**

These are new measures and therefore lack figures for several fields. Measures accurately reflect the quality of CaCoon work, and include number of families served by CaCoon staff, the % of participants breastfeeding at three months, completion of mandatory assessments to ensure fidelity to the CaCoon model, and client satisfaction.

OMB Circular A-87, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$813,052	\$1,345,198	\$289,459	\$1,074,617
Contractual Services	\$291,998	\$167,671	\$518,489	\$45,611
Materials & Supplies	\$17,923	\$33,284	\$19,943	\$53,329
Internal Services	\$186,350	\$271,402	\$304,581	\$143,075
Total GF/non-GF	\$1,309,323	\$1,817,555	\$1,132,472	\$1,316,632
Program Total:	\$3,126,878		\$2,44	9,104
Program FTE	6.89	10.51	3.12	8.20

Program Revenues				
Indirect for Dept. Admin	\$116,553	\$0	\$89,678	\$0
Intergovernmental	\$0	\$192,850	\$0	\$120,499
Other / Miscellaneous	\$0	\$0	\$6,758	\$3,333
Service Charges	\$0	\$1,624,705	\$0	\$1,192,800
Total Revenue	\$116,553	\$1,817,555	\$96,436	\$1,316,632

### **Explanation of Revenues**

CaCoon is funded by the following:

Medicaid Target Case Management: \$1,192,800

State Local Public Health Authority- Babies First: \$83,500

Mt Hood Community College Head Start: \$37,000

Lifeworks CHN contract: \$3,333

### Significant Program Changes

Last Year this program was: 40013A Early Childhood Home Based Services

Maternal, child, and family health programs previously combined in program offers 40013A & 40013B have been separated in order to provide more clarity regarding individual program goals, deliverables, performance measures, and budget specifics.



### Program #40056 - Healthy Families

4/16/2014

**Department:** Health Department **Program Contact:** Rachael Banks

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 40054, 40055, 40058A

**Program Characteristics:** 

### **Executive Summary**

Healthy Families of Multnomah County (HFMC; formerly Healthy Start) is an evidence-based early childhood home visiting program that is part of the state-wide Healthy Families of Oregon program serving at-risk families. Overall goals include reducing child abuse and neglect, improving school readiness, and promoting healthy growth and development of young children up to age three. HFMC will screen approximately 2,000 families for eligibility for home visiting services through our Welcome Baby screening program, and serve approximately 600 families through community contracts.

### **Program Summary**

Research shows the conditions of early life have a profound impact on long-term health and stability. Healthy Families of Multnomah County (HFMC) serves families with single and subsequent births who screen positive for parenting stress indicators in order to reduce child abuse and neglect, improve school readiness, and promote healthy growth and development of young children up to age three. HFMC uses the Healthy Families America model of home visiting, a best practice model delivered by highly trained staff through community-based agencies. MCHD will serve 500 at-risk families through HFMC community contracts, plus 100 pregnant and parenting teens of color through a continuing Health Resources and Services Administration (HRSA) Maternal Infant and Early Childhood Home Visiting (MIECHV) grant.

Starting in July, partial funding for HFMC will flow from the State to Early Learning Multnomah (ELM), a collaboration of over 50 early learning programs that seeks to coordinate services across the county to ensure all children in the county are kindergarten-ready. ELM has identified two intersecting groups of children at the greatest risk for not entering school ready to learn: those living at or near the poverty level, and children of color, including English language learners. Per agreements with ELM, MCHD will continue to administer the HFMC program.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of families served*	695	NA	600	600			
Outcome	% of participating parents who report reading to/with a child at least 3X/week	94%	94%	94%	94%			
Quality	% of families remaining in intensive services for 12 months or longer	66%	66%	66%	66%			

### **Performance Measures Descriptions**

<sup>\*</sup>This is a new performance measure and therefore lacks a figure for current year purchased.

Healthy Families of Multnomah County must comply with Healthy Families of Oregon policies and procedures, which are based on Healthy Families America (HFA) credentialing standards and contract obligations. Failure to comply may result in disaffiliation with HFA and withholding of funding from the State.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$774,484	\$464,574	\$461,456	\$453,829
Contractual Services	\$458,589	\$951,864	\$560,155	\$1,016,456
Materials & Supplies	\$46,027	\$6,444	\$26,083	\$143
Internal Services	\$149,133	\$7,123	\$156,189	\$145,921
Total GF/non-GF	\$1,428,233	\$1,430,005	\$1,203,883	\$1,616,349
Program Total:	\$2,858,238		\$2,820,232	
Program FTE	6.80	6.10	4.64	5.59

Program Revenues					
Indirect for Dept. Admin	\$5,443	\$0	\$110,091	\$0	
Intergovernmental	\$0	\$1,430,005	\$0	\$1,616,349	
Total Revenue	\$5,443	\$1,430,005	\$110,091	\$1,616,349	

### **Explanation of Revenues**

Healthy Families is funded by:

State Healthy Start: \$1,350,272 Early Home Visiting grant: \$266,077

### Significant Program Changes

Last Year this program was: 40013A Early Childhood Home Based Services

Maternal, child, and family health programs previously combined in program offers 40013A & 40013B have been separated in order to provide more clarity regarding individual program goals, deliverables, performance measures, and budget specifics. Healthy Families of Oregon (HFO) is expanding services from first-birth families to include subsequent-birth families, increasing the number of potential families Welcome Baby will screen. To respond to this change, HFMC is adjusting its screening practices to target at-risk families. In addition, MCHD will pursue development of a more culturally adaptable home visiting model to better serve immigrant and refugee families. MCHD will issue an RFP process to identify subcontractors to deliver these services. The reduction in families served reflected in the current year estimate and next year offer (600) compared to previous year actual (695) is due a reduction in funding.



### Program #40057 - Future Generations Collaborative

4/16/2014

Department: Health Department Program Contact: Jessica Guernsey

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Future Generations Collaborative (FGC) is a coalition among American Indian and Alaska Native community members, Native-serving organizations, and government agencies to increase healthy pregnancies and healthy births and strengthen families in American Indian and Alaska Native communities.

### **Program Summary**

Research shows the conditions of early life have a profound impact on long-term health and stability. In Multnomah County, one in five births to American Indian and Alaska Native women results in a poor birth outcome. The historical trauma experienced by Native people has set the stage for poor birth outcomes and associated long-term health outcomes, and has hindered partnerships between Native communities and government agencies. The Future Generations Collaborative (FGC) is a culturally specific effort to reduce serious health inequities experienced by Native communities, especially birth outcomes related to Fetal Alcohol Spectrum Disorders.

The FGC has adopted a trauma-informed collaborative process that emphasizes partnership among community members, Native-serving organizations, and government agencies. This community-led effort aims to heal the root causes of health inequities experienced by Native communities. Public health and county government's commitment to this community-led partnership and healing process makes FGC unique. The project consists of four Phases. Phase 1: Initial Planning, Partner Recruitment, and Relationship Building; Phase 2: Partnership Building and Community Engagement; Phase 3: Action Planning; and Phase 4: Organizing Community Commitments. Phases 2-4 were funded by the Northwest Health Foundation through a grant focusing on Community Capacity Building. The project is currently in Phase 3. Since its start in 2011, the FGC has achieved several successes, including securing funding from Health Share of Oregon, preparing for and hosting the Gathering of Native Americans (GONA) in January 2014, and being accepted into the National Leadership Academy for the Public's Health, a training academy funded by the Centers for Disease Control and Prevention. The work of the FGC aligns with all three goals of the first strategic priority of the Health Department's Strategic Plan, to improve health outcomes and health equity.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	3 capacity building trainings addressing root causes of Fetal Alcohol Spectrum Disorders are conducted	n/a	n/a	3	3		
Outcome	90% of Native community members attending trainings increase awareness of Fetal Alcohol Spectrum Disorders	n/a	n/a	90%	90%		
Quality	50% of local Native serving agencies participate in the collaborative	n/a	n/a	50%	50%		

### **Performance Measures Descriptions**

This is a new program offer and the measures are directly linked to the FGC Collaborative work-plan for the coming year.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$9,030	\$60,475	\$5,306
Contractual Services	\$0	\$17,200	\$62,812	\$54,067
Materials & Supplies	\$0	\$10,414	\$3,840	\$1,699
Internal Services	\$0	\$3,356	\$0	\$0
Total GF/non-GF	\$0	\$40,000	\$127,127	\$61,072
Program Total:	\$40,000		\$188	,199
Program FTE	0.00	0.10	1.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$2,565	\$0	\$0	\$0	
Intergovernmental	\$0	\$0	\$0	\$61,072	
Other / Miscellaneous	\$0	\$40,000	\$0	\$0	
Total Revenue	\$2,565	\$40,000	\$0	\$61,072	

### **Explanation of Revenues**

Future Generations Collaborative is funded by county general fund and \$61,072 grant from Health Share of Oregon.

### Significant Program Changes

Last Year this program was: 40013A Early Childhood Home Based Services

Maternal, child, and family health programs previously combined in program offers 40013A & 40013B have been separated in order to provide more clarity regarding individual program goals, deliverables, performance measures, and budget specifics.



### Program #40058A - Healthy Birth Initiative

4/16/2014

**Department:** Health Department **Program Contact:** Rachael Banks

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 40054, 40055, 40056

**Program Characteristics:** 

### **Executive Summary**

The Healthy Birth Initiatives Program (HBI) improves birth outcomes and the health of approximately 125 families, mothers and fathers in the African American community, helping children get a healthy start in life. For 15 years, the Healthy Birth Initiatives Program (HBI) has improved birth outcomes in the African American community using a culturally-specific model that addresses the underlying causes of this problem. HBI participants have demonstrated lower rates of infant mortality and low birth weight and higher rates of early prenatal care compared to African Americans not enrolled in the program.

### **Program Summary**

Research shows the conditions of early life have a profound impact on long-term health and stability. The African American community experiences the most severe disparities across the spectrum of perinatal health, including a rate of low birth weight at twice that of White non-Hispanics. African American babies in Multnomah County are born too soon, too small, and die too early. These are some of the worst health disparities in the county, and therefore MCHD recognizes the work of HBI as part of our core public health mission.

HBI uses a family-centered approach that engages mothers, fathers, and other caretakers in supporting a child's development. Components of HBI include case management, health education, community engagement, service coordination, and collective impact. HBI uses a tiered case management model to best meet individual families' needs. Case management begins in early pregnancy and continues through the child's second birthday, and includes family planning support and screening/referral for issues such as depression, intimate partner violence, and child development. Home visiting is a key feature of HBI's case management component. Home visiting programs have demonstrated positive changes in parenting practices, gains in child growth and development, increased readiness for school, and other outcomes. Health education includes one-on-one interactions, groups, and community-and agency-level education on such topics as breastfeeding and safe sleep, which are shown to improve health. HBI engages the broader African American community through the Community Consortium, a consumer-run group that includes leadership development, community mobilization, and strategic planning for systems-level solutions. Also, HBI provides transportation and childcare to enrolled families to increase access to healthcare and reduce barriers to participating in HBI programming.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of families served	136	120	150	125		
Outcome	% of mothers initiating breastfeeding after delivery*	86%	NA	95%	95%		
Quality	% of participants who remain in program until child is two vears-old**	NA	NA	79%	80%		
Quality	% of participants who express satisfaction with cultural specificity of program**	NA	NA	84%	87%		

### **Performance Measures Descriptions**

<sup>\*</sup>This new measure lacks a figure for current year purchased.

<sup>\*\*</sup>This new measure lacks figures for current year purchased and previous year actual.

OMB Circular A-87, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$511,289	\$2,317	\$985,583	\$102,347
Contractual Services	\$130,061	\$15,000	\$112,530	\$59,106
Materials & Supplies	\$13,362	\$3,000	\$19,151	\$30,962
Internal Services	\$123,105	\$212	\$50,338	\$170,273
Total GF/non-GF	\$777,817	\$20,529	\$1,167,603	\$362,688
Program Total:	\$798,346		\$1,530,291	
Program FTE	5.77	0.03	10.23	1.00

Program Revenues				
Indirect for Dept. Admin	\$162	\$0	\$24,703	\$0
Intergovernmental	\$0	\$5,529	\$0	\$0
Other / Miscellaneous	\$0	\$15,000	\$0	\$0
Service Charges	\$0	\$0	\$0	\$362,688
Total Revenue	\$162	\$20,529	\$24,703	\$362,688

### **Explanation of Revenues**

Healthy Birth Initiative is funded by:

Medicaid Targeted Case Management: \$284,568 Medicaid Maternity Case Management: \$78,120

### **Significant Program Changes**

Last Year this program was: 40013B Early Childhood Home and Community Based Se

Maternal, child, and family health programs previously combined in program offers 40013A & 40013B have been separated in order to provide more clarity regarding individual program goals, deliverables, performance measures, and budget specifics.

Healthy Birth Initiatives (HBI) is at risk of not receiving another year of funding through the Health Resources and Services Administration (HRSA) due to changes in grant guidance that advantage large urban populations. Funding this program offer allows MCHD to continue to provide services to families currently enrolled in HBI.



### Program #40059 - Mental Health Pilot - Corrections Health

4/16/2014

Department:Health DepartmentProgram Contact:Nancy Griffith

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

Related Programs: 40050-40051

Program Characteristics: One-Time-Only Request

### **Executive Summary**

Corrections Health Mental Health Pilot adds 3 shifts of mental health personnel to provide 24/7 suicide watch coverage. This will improve the quality of care for the mentally ill inmates in jail, reduce Multnomah County Sheriff's Office (MCSO) costs and create efficiency for the court system.

### **Program Summary**

This program offer will allow Corrections Health to have a mental health consultant available for 24/7 suicide watch coverage.

Currently when someone is placed on suicide watch after 10 p.m. there is no Mental Health staff to see them until 9 am or later the next day. This necessitates having two additional shifts of MCSO deputies watching the inmate. Additionally, the person will appear in court the following day for an arraignment but it is difficult for the judges to make a decision about release because the person has not yet had a mental health assessment. This forces the judge to rule on the legal charges, then Corrections Health must see the client before release to assess if they need to be transported to the hospital. This delays release, and generates additional costs for the courts and MCSO.

Finally, having a Mental Health Consultant in booking during the night time hours would allow us to develop transition plans for the many mental health clients that are released during those nighttime hours, helping to improve safety for the client and the community.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Avg number of mental health evaluations per shift.	0	0	0	10			
Outcome	Reduction in number of inmates who remain on active suicide watch per day.	0	0	12	9			

#### **Performance Measures Descriptions**

We do not want to discourage staff from placing inmates on suicide watch, but the mental health staffing should allow us to evaluate inmates and appropriately release those who don't need to remain on active suicide watch. Currently we have on average 12 people per day who remained on active suicide watch for longer than 24 hours.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$373,820	\$0
Materials & Supplies	\$0	\$0	\$12,000	\$0
Total GF/non-GF	\$0	\$0	\$385,820	\$0
Program Total:	\$0		\$385	5,820
Program FTE	0.00	0.00	4.20	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

### **Significant Program Changes**

Last Year this program was:

## Department Overview

A cherished community asset for more than 150 years, Multnomah County Library (MCL) upholds the principles of intellectual freedom and the public's right to know by providing people of all ages with access and guidance to information and collections that reflect all points of view.

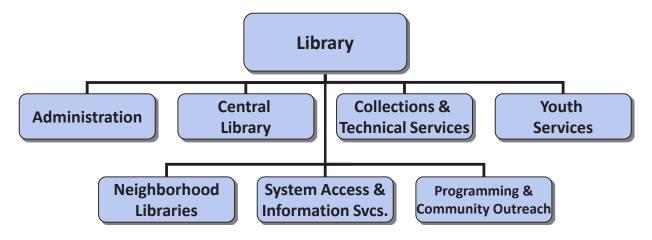
Multnomah County Library serves this community through a rich collection of books, e-books, audio and video materials, through its website, electronic databases, social media, and more. The library offers a wide array of responsive and inclusive programs and services to everyone in the community. Transcending the ongoing evolution of information delivery, there are three unique pillars that define the library's role and value in this community:

- · Free access for all
- · A trusted guide for learning
- The leading advocate for reading

The service priorities listed below build upon these pillars and guide the decision-making process to ensure that Multnomah County Library is providing this community the best services possible while using its resources wisely. As the economy, the needs of the community, and the ways in which people access information evolve, the library will continue to respond.

- 1. We think yes
- 2. We champion reading for all
- 3. We help the community flourish
- 4. We prepare young minds for success
- 5. We speak your language

These pillars and priorities support Multnomah County's mission, vision, and values. Specifically, the vision statement: "Everyone in our community shares equally in opportunity, regardless of what they look like, where they come from, what they believe in, or who they love" directly correlates with the library's pillar of free access for all. This also ties closely with the social justice value: "Promote equity in the community, include people who have not been included in the past, help those who need help."



## Budget Overview

The FY 2015 Proposed Budget for the Library is \$68.1 million, which is almost \$1 million (1.4%) higher than the FY 2014 Adopted Budget. It maintains the level of service provided in FY 2014, along with some targeted additions.

The Multnomah County Library District provides \$67.9 million (99.6%) of the Library's operating budget. FY 2015 will be the second year of the recently-formed Library District, which will levy the same rate it did in the previous fiscal year - \$1.18 per \$1,000 of assessed value. Previously, the Library had been funded by a series of local option levies and support from the General Fund. The remaining \$245,000 (0.4%) of the Library's budget comes from prior year property taxes due under the local option levies, interest earnings, and service charges.

Total Library positions have decreased by 3.00 FTE, dropping from 515.00 FTE in the FY 2014 Adopted Budget to 512.00 FTE in the FY 2015 Proposed Budget. It is anticipated that another 4.75 FTE will be supported by revenues from the Library Foundation, but those FTE are not included in the FY 2015 Proposed Budget.

Budget Trends		FY 2014	FY 2014	FY 2015	
	FY 2013	Current	Adopted	Proposed	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	450.75	514.62	515.00	512.00	(3.00)
Personnel Services	\$36,303,987	\$41,416,849	\$43,188,834	\$43,146,843	(\$41,991)
Contractual Services	994,887	\$1,416,836	1,577,160	1,709,053	131,893
Materials & Supplies	19,324,061	\$21,607,880	22,422,585	23,283,934	861,348
Capital Outlay	<u>172,237</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>o</u>
Total Costs	\$56,795,172	\$64,441,565	\$67,188,579	\$68,139,830	\$951,251

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances.

## Successes and Challenges

In July, 2014, the library restored hours and services to FY 2012 levels, due to the passage of Measure 26-143 in November, 2012. That measure provided dedicated and stable funding through the formation of a library district at a permanent rate not to exceed \$1.24 per \$1000 of assessed value. The levied rate for FY 2014 was \$1.18, which funded the restoration of reductions in library hours, services, programs and the purchase of books and other materials. The library has adapted its budgetary process to ensure transparency and compliance, working closely with partners in Multnomah County.

Fiscal Year 2014 was a year of many successes for Multnomah County Library. On July 1, 2014, the library restored Monday service and added 61 FTE. Staff completed a coordinated systemwide recruiting, hiring and training effort to meet this demand. More than 200 staff members began new positions simultaneously on July 1, many of those in promotions from previous positions.

Multnomah County Library has continued to expand and enhance the ways in which patrons receive service. Multnomah County Library became a member of the Oregon Library Passport program this year, allowing MCL patrons access to more than 100 libraries across Oregon. The library added its first Somalispeaking employee and began building a Somali collection, better meeting emerging needs of a fast-growing immigrant community.

Patron demand for virtual resources continues to increase and the library responded to that demand in several ways. The library added thousands of new e-book titles through the 3M Cloud Library and more than doubled the allowed number of patron holds and checkouts of e-books. In FY 2014, the library added an offering of 125,000 streaming electronic audio and video titles. The library's website, winner of the 2013 Digital Government Achievement Award from e.Republic's Center for Digital Government, was launched in translated form to patrons who speak Spanish, Vietnamese, Russian and Chinese, placing MCL as a national leader in providing this level of service.

Multnomah County Library continued its role as a champion for reading in FY 2014, engaging nearly 110,000 youth in the Summer Reading program. Everybody Reads 2014 features "My Beloved World" by United State Supreme Court Justice Sonia Sotomayor, generating an invigorating community dialog about the book and bringing Justice Sotomayor to Portland in March, 2014.

In FY 2015, the library faces certain challenges that require ongoing focus and attention. These include:

- Placing training as an ongoing priority to keep pace with shifts in technology
- Remaining vigilant in succession planning to meet future needs
- Responding to patron demand and expectations for e-content and access to digital resources (publishers limit libraries' access to e-books and charge as much as \$84 per copy)

## Diversity and Equity

Multnomah County Library has always embraced the concept that a public library must be free and open to all. Libraries are uniquely positioned to support learning and literacy to address the Opportunity Gap that disproportionately affects families in poverty and children of color. Besides residency in the county, there are no membership requirements, no annual fees, and no restrictions based on age, income, gender, race, or creed. Anyone can walk through the library's doors, both physically and virtually, and access all the opportunities it offers.

### Recent efforts include:

- Recruitment Recruited for and hired two positions with African-American cultural Knowledge, Skills and Abilities (KSA) requirement (Kenton, Albina). Recruited for and hired a bilingual Somali Library Assistant (Capitol Hill). Hired a Teen Librarian with an African-American cultural KSA (St Johns).
- Community partnerships Partnered with nonprofit agencies to start a summer food program at Rockwood Library to meet the needs of children from low-income families who were hungry. This effort required no additional staff or program costs, met an essential need for these residents, and provided a better experience accessing the other resources at Rockwood Library. The program served a total of 2,125 meals over a 45-day period.

## Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
Department Administration	\$0	\$7,964,479	\$7,964,479	57.25
Central Library	0	12,838,231	12,838,231	135.50
Collections & Technical Services	0	10,857,450	10,857,450	31.00
Youth Services	0	2,270,174	2,270,174	16.00
Neighborhood Libraries	0	24,391,666	24,391,666	248.75
System Access & Information Services	0	7,774,496	7,774,496	8.00
Programming & Community Outreach	<u>0</u>	2,043,333	2,043,333	<u>15.50</u>
Total Library	\$0	\$68,139,830	\$68,139,830	512.00

### Department Administration

Department Administration provides executive leadership and strategic vision for the library system; connects the community with the many services the library offers; manages the library's finance and budget operations; ensures accurate and timely delivery of library materials; coordinates building maintenance; promotes the resource management of highly qualified staff; provides flexible staffing coverage for the system; and provides opportunities for people to contribute their time and talents to Multnomah County Library.

The Director's Office works with elected leaders, stakeholders, citizens and staff to ensure that library services meet the needs of Multnomah County residents; Business Services manages the library's finance and budget operations; Marketing + Online Engagement provides essential services to the 35,000-plus people who use the library each day; Facilities & Logistics ensures that books and materials move quickly and accurately among all 21 locations and coordinates the maintenance of the buildings and grounds to ensure safe, secure and welcoming facilities; Human Resources/Learning Systems provides assistance with all aspects of the employment cycle, and coordinates training for staff and patrons; System Wide Staffing provides flexible staffing coverage across the system; and Volunteer Services oversees the recruitment and placement of volunteers for all libraries, outreach programs and the Title Wave Bookstore.

## Significant Changes

There are no significant budget changes that impacted this division.

### **Central Library**

Referred to as "Portland's Crown Jewel," Central Library is a cherished historic building, and is a downtown destination for local residents and tourists. Nearly 3,000 people visit Central Library every day, from all around Multnomah County and the surrounding areas. First opened in September 1913 and extensively renovated in 1994-97, Central Library houses a diverse collection of nearly 800,000 current and historic books and other materials, including the Oregonian newspaper back to the first issue from 1850.

Statistics gathered over the past decade demonstrate the heavy use of the Central Library. On average, staff answer more than 167,000 reference questions on diverse subjects that include students needing homework help and entrepreneurs working to start a new business. Members of the public use more than 500,000 library Internet and wi-fi sessions for a wide variety of activities such as completing job applications, searching for housing or services, applying for student financial aid, or conducting other research. More than 400 school classes and other groups visit the library, conduct research, hear stories, and select materials to check out. Over 15,000 new borrowers sign up for library cards. More than 20,000 people of all ages attend a wide variety of programs and classes.

For FY 2015, Central Library will continue full operation seven days a week (57 open hours per week). The workforce will remain at FY 2014 levels.

## Significant Changes

There are no significant budget changes that impacted this division.

## Collections & Technical Services

The Collections & Technical Services Division acquires, catalogs, processes and manages the library's collection for all locations. It is organized into four units:

- The Selections Unit works with vendors, publishers and professional review sources to select materials in all formats (print, CDs, DVDs, electronic) for purchase. This unit monitors collection use by location, age group and patron requests to determine current needs.
- The Acquisitions Unit orders, claims, receives and pays for collection materials. This unit monitors use of collection funds, pays invoices and maintains fund accounting records.
- The Cataloging Unit creates database records that show what the library owns, where materials are located, and whether they are available. These records enable patrons to see availability, place holds on copies, and check out materials.
- The Materials Processing Unit prepares materials for use by applying protective labels, jackets and packaging. This unit sorts new materials for direct delivery to library locations.

In FY 2014 the Division added 66,000 new print and electronic titles (344,000 copies, 83,000 of those in electronic format) to the library collection. It also managed approximately 2,500 periodical subscriptions, more than 120 databases and a growing number of online resources. The electronic materials can be accessed 24/7.

## Significant Changes

In FY 2014 the Library continued to expand the availability of electronic content in response to changes in the publishing industry and in the way patrons access content.

Library patrons are now able to choose from two e-book platforms, Overdrive and the 3M Cloud Library. Overdrive offers downloadable audio-books and e-books, which patrons download directly to their devices. The 3M Cloud Library is searchable through the library website, offering patrons access to e-books via a cloud-based system.

Hoopla, a Netflix-like service for libraries, was launched to give patrons even more options to view electronic content. Hoopla offers patrons access to streaming music, movies and television series. Items received through Hoopla are always available; patrons never have to wait to check them out.

### **Youth Services**

Youth Services serves children from birth through grade 12 in three areas: Youth Services Management, Every Child, and School-Age Services.

Youth Services Management provides planning and oversight, ensuring adequately trained staff, developmentally appropriate practices and services that support the library's priorities. This includes Teen Services and the library's popular Summer Reading Program, which served nearly 110,000 participants in FY 2014.

Every Child programs support kindergarten readiness by working with children's adult caregivers. In FY 2014, the library presented nearly 6,000 storytimes and circulated 5.1 million picture books. Other programs include Early Words: supporting early childhood care and education providers; Reach Out and Read: a partnership with county health clinics; and New Parent Gifts: (partially funded by The Library Foundation) providing a literacy-focused package to new parents, encouraging them to read with their preschoolers.

School-Age Services works in partnership with school districts and after school programs to improve student success by encouraging pleasure reading, reaching 26,276 students at the 63 schools with the lowest reading scores in the county through Books 2 U; and by providing curriculum support for educators and literacy-focused after school programs.

## Significant Changes

School-Age Services is in the midst of a significant grant to help define the public library's role in supporting children who are learning to read. This may result in new technology resources, new partnerships with school districts, and improved service to new readers.

A variety of programs and services are being developed or adjusted to implement the recommendations of the Youth Services Priorities document. These include technology expansion, promotion to targeted populations, and new partnerships with social service agencies.

### Neighborhood Libraries

Spread throughout Multnomah County, 18 neighborhood libraries are essential hubs of community life that provide access to books, computers with Internet access, free programs, and meeting spaces for residents who visited these locations over 3.7 million times last year. These libraries range from historic buildings to landmark modern designs. Neighborhood libraries circulate books and other materials, offer educational and engaging programs for all ages, and provide free meeting space for community groups. Libraries give patrons access to nearly two million books and other materials, including rich collections in Spanish, Russian, Vietnamese, and Chinese.

Children and young people participate in storytimes offered in six languages, as well as after-school activities. Last year, nearly 110,000 children took part in the Summer Reading Program; many of them participated through their neighborhood library.

Adults develop essential life skills by attending computer classes, using popular job seekers labs to fill out applications, and participating in book groups. Dedicated volunteers contributed nearly 45,000 hours of service this past year. In FY 2014, neighborhood libraries began offering the innovative Book a Librarian service. All staff are trained, coached and evaluated on customer service principles to ensure that the patron experience is positive and seamless.

## Significant Changes

The Neighborhood Libraries division has increased the amount of programming and outreach offered to schools and other community organizations at all neighborhood libraries. Each location evaluates outreach options annually to ensure that neighborhood libraries are responsive and engaged to best meet the needs of their communities.

# System Access & Information Services

System Access & Information Services has three areas: Information Technology (IT) Services, System Access Services and System Information Services. Together, these programs ensure that the library's computer systems and online presence are inviting and functional and that patrons receive excellent customer service.

IT Services supports staff computing and maintains 857 computers for public use, children's iPads with education apps, plus wired and wireless networks across all library locations. These networks allow public access to resources such as the library catalog, databases, downloadable books and media, and websites that assist patrons with job hunting, continuing education and access to government services.

Access Services develops policies and procedures to help people use library services, including an estimated 63,000 new cardholders in FY 2014. It manages IT support, develops and trains staff on new policies and procedures, ensures good stewardship of library collections, and manages system-wide and statewide projects.

Information Services trains and supports librarians and library assistants, enabling them to quickly and accurately connect library users with the resources, experiences and information they seek. Librarians and library assistants answer 550,000 information requests annually.

## Significant Changes

IT Services (80017) includes \$175,000 for implementation of new digital information strategies, including creation, digitization, hosting and delivery of content created by Multnomah County Library patrons and staff.

Multnomah County Library has served as the fiscal agent for Oregon's 24/7 virtual reference service, Answerland, since it started in 2003. This service has been funded by federal grant money received through the state library. Effective July 1, 2014, another Oregon library will be assuming the fiscal agent role; this change is reflected in System Access Services (80019).

# Programming & Community Outreach

The Programming & Community Outreach (PCO) division leads the library's public programming, community outreach, public training, reader services and partnership initiatives. The division includes oversight of the Library Outreach Services (LOS) adult outreach section. PCO ensures that activities align with the library's priorities, is accountable for resource allocation, coordinates and supports staff engaged in this work and assists in research and evaluation. Specific responsibilities include scheduling, grant writing, exhibit building, volunteer coordination, staff and public training, event management, creation of website content, publicity and fiscal oversight.

PCO staff oversee more than 4,200 events, public programs and classes at libraries and other community gathering places each year, all designed to enrich and transform the lives of children, families and adults. Library Outreach Services focuses on programs and services to older adults, new immigrants, adult learners, people with disabilities, and people who are institutionalized or homeless. Other outreach includes providing library and information services at community events and presentations to local organizations. Reader Services keeps current the vision of the readers' advisory effort and leads systemwide training, program and service initiatives in this area, working with other divisions to engage the community and generate excitement around reading. Partnerships increase and enhance the library's visibility in the community and maintain goodwill among the library and other organizations and their users.

## Significant Changes

Programming and Community Outreach received a grant from the Paul G. Allen Family Foundation (via The Library Foundation) to pilot innovation in Readers' Advisory, the service which helps patrons find their next great read. This challenging and exciting project supports the Library's mission to be a leading advocate for reading and the priority to champion reading for all. The project could have impact on libraries across the country, many of whom are looking for new and improved models for making reading suggestions, long a cornerstone of library service. Work thus far has included convening a meeting of library leaders from around the country to discover emerging trends, opportunities and unexpected issues and challenges around Readers' Advisory; research with library patrons who are avid readers to better understand how readers perceive librarians, how they choose books to read; and preparing to test a personal librarian service.

 $\frac{Multnomah\ County\ Library}{\text{The following table shows the programs\ that\ make\ up\ the\ department's\ total\ budget.\ The\ individual\ programs}$ follow their respective divisions.

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Department	Administration				
80007	Library Director's Office	\$0	\$890,447	\$890,447	5.00
80008	Marketing + Online Engagement	0	1,117,598	1,117,598	8.50
80009	Business Services	0	1,077,115	1,077,115	5.50
80010	Volunteer Svcs/Title Wave Book Store	0	508,636	508,636	4.00
80011	Human Resources/Learning Systems/ System Wide Staffing	0	2,137,293	2,137,293	19.50
80018	Facilities & Logistics	0	2,233,390	2,233,390	14.75
Central Libra	ıry				
80000	Central Library	0	10,534,563	10,534,563	132.75
80012	Central Director's Office	0	2,303,668	2,303,668	2.75
Collections 8	& Technical Services				
80013	Library Book Budget	0	7,050,000	7,050,000	0.00
80014	Library Books-Acquisition & Processing	0	3,807,450	3,807,450	31.00
Youth Service	es				
80003	School-Age Services	0	932,400	932,400	7.25
80004	Every Child Initiative	0	696,376	696,376	5.50
80015	Youth Services Management	0	641,399	641,399	3.25
Neighborho	od Libraries				
80001	Regional Libraries	0	10,071,748	10,071,748	105.00
80002	Neighborhood Libraries	0	13,606,436	13,606,436	139.25
80016	Neighborhood Libraries Management	0	713,483	713,483	4.50
System Acce	ss & Information Services				
80017	IT Services	0	6,376,169	6,376,169	0.00
80019	System Access Services	0	1,116,498	1,116,498	7.00
80020	System Information Services	0	281,829	281,829	1.00
Programmin	g & Community Outreach				
80005	Programming & Community Outreach	0	1,223,510	1,223,510	7.25
80006	Adult Outreach	<u>0</u>	<u>819,823</u>	819,823	<u>8.25</u>
	Total Library	\$0	\$68,139,830	\$68,139,830	512.00



### Program #80000 - Central Library

4/16/2014

**Department:** Library **Program Contact:** David Ratliff

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Central Library offers the public books, informational services, programs, classes, Internet access and meeting space. Central Library serves the diverse people and communities throughout Multnomah County: urban core, suburban neighborhoods, disadvantaged, affluent, preschoolers, students, retirees, job hunters and culture seekers. Central Library serves the patrons who use the building and all the resources it holds. Central Library also serves patrons throughout the county via system-wide services (many online and virtual) provided by Central staff.

### **Program Summary**

Central Library engages citizens with ideas and brings them together for community interaction by providing programs, meeting rooms and public forums as well as books and a vast array of informational materials. More than 850,000 people visit Central Library annually, averaging over 2,700 visits per day. Central Library fosters opportunities and resources for lifelong learning by offering access to more than 735,000 books and other items. Central Library provides 99 public computers with free Internet access used more than 170,000 hours (84.2% utilization rate); provides high speed wireless access in 250,000 wi-fi sessions; answers over 167,000 reference questions; offers 1,033 programs; and contributes to sustainability by sharing resources that would have cost nearly \$30 million annually if purchased by individuals.

This offer provides opportunities for diverse neighbors to interact and engender a sense of community. People attend programs done in partnerships with other organizations, such as the continuing "lunch & learn" series (co-sponsored by PCC) improving work and life skills. Central Library also offers a variety of forums and resource events where people meet and discuss ideas and issues pertinent in the community. Groups use meeting rooms for their own community meetings and events. Central Library provides essential services to those without computers by providing free Internet access through Internet stations, wireless access, and a variety of free computer labs and classes. Central Library provides people from all walks of life with a lifetime of learning through books, magazines, and online resources in an array of subjects—from art and music to small business to car repair, from poetry and philosophy to adult literacy and language learning. Breaking down cultural and economic barriers, Central Library empowers new immigrants, small business owners, seniors, students and the homeless by providing information survival tools to develop life skills.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Books and items checked out or renewed	2,506,479	2,500,000	2,500,000	2,500,000			
Outcome	Patrons who found books and items they wanted	90%	92%	90%	90%			
Efficiency	Books and items checked out per capita	29.4	30	26	26			

### **Performance Measures Descriptions**

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$10,075,128	\$0	\$10,056,314
Contractual Services	\$0	\$80,715	\$0	\$82,300
Materials & Supplies	\$0	\$190,778	\$0	\$153,620
Internal Services	\$0	\$226,522	\$0	\$242,329
Total GF/non-GF	\$0	\$10,573,143	\$0	\$10,534,563
Program Total:	\$10,573,143		\$10,53	34,563
Program FTE	0.00	133.25	0.00	132.75

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80000 Central Library

Net reduction of 0.50 FTE: 0.25 librarian transferred from 80014; reclassified a 0.75 library page to a 1.0 program technician, a limited duration position.



### Program #80001 - Regional Libraries

4/16/2014

**Department:** Library **Program Contact:** Rita Jimenez

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 80002

**Program Characteristics:** 

### **Executive Summary**

This program offer is for the five regional libraries: Belmont, Gresham, Hillsdale, Hollywood, and Midland. Regional libraries have more space and larger collections, and offer more services, than the smaller neighborhood libraries. Last year, residents visited regional libraries over 1.6 million times and benefited from diverse learning, cultural, and recreational opportunities.

### **Program Summary**

Multnomah County residents have access seven days a week, including some evenings, to over 544,000 items at the five regional libraries. This includes more than 100,000 e-books, streaming movies, music, and downloadable audiobooks. In the past year, e-book check out increased by 40%.

Children and young people participate in storytimes, Summer Reading, and after school activities (peak hours for juvenile crime). Over 1,350 groups have used free community space for meetings, thereby fostering meaningful citizen involvement and neighborhood interaction. Residents develop critical life skills through job training resources, book groups, opportunities for civic engagement and other library programs. Libraries help bridge the digital divide by providing free basic computer classes and Internet access to those without computers. Language learning and educational programs improve employment opportunities and quality of life for those residents with low English proficiency and limited resources.

The five regional libraries offer a variety of programs that provide opportunities for neighbors to interact. Dedicated volunteers from youth to seniors contributed 15,560 hours of service this past year. In addition, libraries serve as a bridge for the diverse cultures within Multnomah County. Non-English speakers residents enjoyed about 270 bilingual programs and events this past year, such as Dia de Los Ninos, Slavic and Lunar New Year celebrations. Regional libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. The 222 public computers and devices with Internet access, along with patrons' personal devices, were used for a total of nearly 500,000 Internet and wi-fi sessions. More than 320 free computer classes and labs help attendees develop life and job skills. Residents also access information, training and other resources to increase literacy skills and become citizens. Research indicates that youth participation in summer reading programs results in improved reading skills and enhances all other learning. Over 109,000 children participated in the 2013 Summer Reading program across the library system, and 56,380 people attended youth programs at regional libraries last year.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Books and items checked out or renewed	7,745,870	7,800,000	7,500,000	7,500,000			
Outcome	Patrons who found books and items they wanted	91%	92%	90%	90%			
Efficiency	Cost per item checked out or renewed	\$2.42	\$2.42	\$2.58	\$3.25			

### **Performance Measures Descriptions**

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation). Among the nation's busiest libraries, Multnomah County Library has one of the lowest costs per item checked out. Upward trend is caused by circulation decreasing in FY 13, likely due to reduced hours and Monday closures.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$8,070,844	\$0	\$8,242,570
Contractual Services	\$0	\$9,600	\$0	\$9,300
Materials & Supplies	\$0	\$136,785	\$0	\$164,978
Internal Services	\$0	\$1,595,205	\$0	\$1,654,900
Total GF/non-GF	\$0	\$9,812,434	\$0	\$10,071,748
Program Total:	\$9,812,434		\$10,07	71,748
Program FTE	0.00	101.50	0.00	105.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80001 Regional Libraries

Net increase of 3.5 FTE.



### Program #80002 - Neighborhood Libraries

4/16/2014

**Department:** Library **Program Contact:** Rita Jimenez

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 80001

**Program Characteristics:** 

### **Executive Summary**

This program offer is for the 13 neighborhood libraries: Albina, Capitol Hill, Fairview-Columbia, Gregory Heights, Holgate, Kenton, North Portland, Northwest, Rockwood, Sellwood-Moreland, St. Johns, Troutdale and Woodstock libraries. Last year residents visited neighborhood libraries over two million times and benefited from diverse learning, cultural, and recreational opportunities.

### **Program Summary**

Neighborhood libraries serve as community facilities where residents can attend classes, programs, and community forums that provide opportunities for neighbors to interact. County residents have access seven days a week, including some evenings, to a collection of 595,263 books. This includes more than 100,000 e-books, streaming movies, music, and downloadable audiobooks. In the past year, e-book check out increased by 40%.

Children and young people participate in storytimes, Summer Reading and after-school activities (peak hours for juvenile crime). Residents develop critical life skills through job training resources, book groups, civic engagement, and other library programs. Libraries help bridge the digital divide by providing free Internet access and basic computer classes to those without computers or an Internet connection. Language learning and educational programs and access to citizenship classes improve employment opportunities and quality of life for residents with low English proficiency and limited resources.

Neighborhood libraries offer a variety of programs that provide opportunities for neighbors to interact. Dedicated volunteers from youth to seniors contributed 30,300 hours of service this past year, and more than 900 groups used free library space for community meetings. In addition, libraries serve as a bridge for the diverse cultures within Multnomah County. Residents who are non-English speakers enjoyed 1,396 bilingual programs and events this past year. Neighborhood libraries provide opportunities and resources for lifelong learning by providing free access to computers and high-speed wireless Internet. Neighborhood libraries' 348 public computers and devices with Internet access, along with patron's personal devices, were used for a total of 590,000 Internet and wi-fi sessions. More than 660 free computer classes and labs helped attendees develop life and job skills. Research indicates that youth participation in summer reading programs results in improved reading skills and enhances all other learning. More than 109,000 children participated in the 2013 Summer Reading program across the library system, and 106,250 people attended youth programs at neighborhood libraries last year.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Books and items checked out or renewed	8,430,072	8,500,000	8,300,000	8,300,000			
Outcome	Patrons who rated Neighborhood Libraries' public programs good or excellent	92%	97%	95%	95%			
Efficiency	Cost per item checked out or renewed	\$2.42	\$2.42	\$2.58	\$3.25			

### **Performance Measures Descriptions**

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation). Among the nation's busiest libraries, Multnomah County Library has one of the lowest costs per item checked out. Upward trend is caused by circulation decreasing in FY 13, likely due to reduced hours and Monday closures.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$10,962,749	\$0	\$11,068,316
Contractual Services	\$0	\$14,200	\$0	\$13,500
Materials & Supplies	\$0	\$175,742	\$0	\$218,659
Internal Services	\$0	\$2,177,750	\$0	\$2,305,961
Total GF/non-GF	\$0	\$13,330,441	\$0	\$13,606,436
Program Total:	\$13,330,441		\$13,60	06,436
Program FTE	0.00	140.00	0.00	139.25

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80002 Neighborhood Libraries

Net reduction of 0.75 FTE.



### Program #80003 - School-Age Services

4/16/2014

Department: Library Program Contact: Katie O'Dell

**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Proposed

**Related Programs:** 

Program Characteristics: Measure 5 Education

### **Executive Summary**

School-Age Services (SAS) improves kindergarten through high school students' reading and information literacy by training students to effectively use public library online research tools; by connecting students with dynamic book collections and reading motivation programs; and by offering curriculum support, training and resources for their educators, parents and caregivers. Services are targeted toward students at risk of low literacy.

### **Program Summary**

School-Age Services staff, who are trained in research, booktalking, and reading promotion, serve students, educators, parents and caregivers in public and private schools, community agencies, county programs, treatment facilities and other locations serving school-age youth.

Staff provide information, books, training, recreational programs and technical support to increase students' and invested adults' literacy and information skills. Thousands of quality children's books are delivered to schools and community agencies. School Corps (SC) provides direct service to students, parents and educators during the school day, after school, and during the summer. Librarians collaborate with educators to increase students' academic success and literacy in the county's K-12 schools and SUN programs by training students to effectively and efficiently use public library resources for student research and pleasure reading.

BOOKS 2 U (B2U) staff and volunteers introduce students to high interest books through booktalking programs and by providing paperback copies of books they promote. Their goal is to introduce Multnomah County Library as an educational partner and significant resource. To that end, they attend and present at parent and family night programs; provide library cards to children served; and promote the library's Summer Reading program, as well as the neighborhood library and its services.

Performance Measures								
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Youth served in Books 2 U & School Corps (duplicated)	126,545	69,000	75,000	75,000			
Outcome	% of students whose research skills increase after School Corps presentation	92%	90%	90%	90%			
Outcome	% of teachers indicating that they will ask for School Corps services again	100%	95%	90%	90%			
Outcome	% of schools served that show improvement in 3rd and 5th grade reading scores	39%	50%	50%	45%			

### **Performance Measures Descriptions**

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
Program Expenses	2014	2014	2015	2015	
Personnel	\$0	\$810,629	\$0	\$759,625	
Materials & Supplies	\$0	\$140,433	\$0	\$142,450	
Internal Services	\$0	\$26,328	\$0	\$30,325	
Total GF/non-GF	\$0	\$977,390	\$0	\$932,400	
Program Total:	\$977	\$977,390		\$932,400	
Program FTE	0.00	7.75	0.00	7.25	

Program Revenues						
Total Revenue	\$0	\$0	\$0	\$0		

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80003 School-Age Services

Net decrease of 0.5 FTE: 0.25 clerk and 1.0 program supervisor added; reduction of 1.75 outreach specialists due to funding pending from The Library Foundation.



# Program #80004 - Every Child Initiative

4/16/2014

**Department:** Library **Program Contact:** Renea Arnold

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Measure 5 Education

### **Executive Summary**

The Every Child Initiative prepares children for kindergarten by providing 1) education, motivation and support for parents and caregivers to provide meaningful language and literacy experiences that foster children's brain development, and early literacy skills which build the foundation for learning to read, 2) engaging programs and hands-on literacy activities that open up the wonder of stories, music, culture and play, and 3) an enthusiastic and dedicated professional staff eager to help children fall in love with reading. Services are directed toward families living in poverty and those learning English.

### **Program Summary**

The Every Child staff, who are trained in child development, brain development, and early reading research, visit parents and caregivers in social service agencies, childcare centers, Head Start centers, teen parent programs, treatment facilities, and other locations serving adults with children birth to age five. They teach parents and caregivers easy techniques to prepare their preschool children for learning to read. Classes, taught in English, Spanish, Russian, Chinese and Vietnamese, show adults how to read, talk, sing, and rhyme with babies, toddlers, and preschoolers so that children develop the pre-reading skills they need before they enter kindergarten.

From birth to age five, children go through a critical window for brain development that supports literacy. Reading, talking, singing, playing, writing and rhyming with children during this sensitive time determines a child's future as a reader. Many parents and caregivers don't know how early this window opens—and closes—and how tremendous an impact simple actions can have on their children's future ability to read. Children must have early experiences with language, books, and writing tools to become successful readers.

Research shows that children most at risk for being unprepared for kindergarten are those who live in poverty, speak English as a second language, have few books in their homes, and whose mothers have limited education and/or low literacy. These children start kindergarten with significantly lower cognitive skills than their more advantaged peers because they likely lacked the opportunity to have rich language and literacy experiences in the five years BEFORE they went to school. The Every Child Initiative reaches these parents on-site and shows them easy ways to help their children gain prereading skills during these most important years. Program evaluations show that parents and caregivers gain clear knowledge of their role in their children's preparedness for reading.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	The number of parents, caregivers, and adults served in Everv Child Initiative outreach	10,676	14,000	12,532	14,000		
Outcome	% of participants who show an increase in five reading and literacy activities	90%	90%	88%	90%		
Output	The number of books circulated in Every Child Initiative	2,232,207	2,400,000	1,000,000	2,200,000		

### **Performance Measures Descriptions**

Output: The number of parents, caregivers, and adults served in all Every Child Initiative outreach, including those who receive welcome baby gifts in the hospital when their first child is born.

Outcome: The evaluation measures an increase in five behaviors: 1. Encourage child to participate more often; 2. Point out pictures and talk about them; 3. Read the book more than once; 4. Ask or answer questions while reading; 5. Talk about new words.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$745,014	\$0	\$541,800
Contractual Services	\$0	\$11,500	\$0	\$8,500
Materials & Supplies	\$0	\$172,963	\$0	\$121,900
Internal Services	\$0	\$28,163	\$0	\$24,176
Total GF/non-GF	\$0	\$957,640	\$0	\$696,376
Program Total:	\$957,640		\$696	3,376
Program FTE	0.00	7.50	0.00	5.50

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80004 Early Childhood Services

No significant changes. Net reduction of 2.0 FTE due to funding pending from The Library Foundation.



# Program #80005 - Programming & Community Outreach

4/16/2014

Department:LibraryProgram Contact:Terrilyn Chun

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Programming and Community Outreach (PCO) leads the library's public programming, community outreach, public training, Reader Services and partnership initiatives, and includes oversight of Library Outreach Services (LOS). PCO ensures activities align with library priorities, is accountable for resource allocation, coordinates and supports staff engaged in this work, and assists in research and evaluation. Responsibilities include scheduling, grant writing, exhibit building, volunteer coordination, staff and public training, event management, website content creation, publicity and fiscal oversight.

### **Program Summary**

Programming meets the informational, educational and entertainment needs of library users by providing a wide array of inperson and virtual activities, experiences, learning opportunities and exhibitions that complement library materials and services. Programs include arts and cultural programming for all ages, author and literature programs and book discussions. Public technology training ensures all members of the community have an opportunity to learn how to use technology to navigate our world—everything from filling out job applications online to keeping in contact with friends and family both near and far. Programming and Community Outreach staff provide the professional and technical expertise to make more than 4,200 programs possible each year and help nearly 57,400 people learn about and interact with their community.

Community outreach extends library services and programs to a broader section of the population by taking them out of the library and into the particular environment of a patron or group of patrons. This work ranges from programs and services to older adults, new immigrants and adult learners through Library Outreach Services, to promoting the library and providing information services and community events and presentations to local organizations.

Reader Services is responsible for establishing, implementing and keeping current the vision of the reader's advisory as part of Information Services. Staff lead systemwide training, program and service initiatives in this area, working with other divisions to engage the community and generate excitement around reading.

Community partnerships result in programs and services that leverage the unique strengths and resources of each organization. Partnerships increase and enhance the library's visibility in the community and establish good will between the library and other organizations and their users. Partnerships make programs like Everybody Reads possible. Partners include Oregon Humanities, Portland State University, Portland Community College, Delta Society, OASIS, Portland Opera, Oregon Symphony and Multnomah County's Aging and Disability Services.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of financial literacy programs offered	108	30	19	50	
Outcome	Attendees who say library programs connect them to their community	40%	50%	46%	50%	
Outcome	Attendees who say they learned something new at a library program	77%	80%	82%	80%	
Quality	Attendees of library programs who rate them as good or excellent	91%	95%	96%	95%	

### **Performance Measures Descriptions**

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$805,405	\$0	\$739,260
Contractual Services	\$0	\$316,053	\$0	\$279,500
Materials & Supplies	\$0	\$192,431	\$0	\$175,600
Internal Services	\$0	\$26,320	\$0	\$29,150
Total GF/non-GF	\$0	\$1,340,209	\$0	\$1,223,510
Program Total:	\$1,340,209		\$1,22	3,510
Program FTE	0.00	7.50	0.00	7.25

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80005 Programming & Community Outreach

No significant changes. Net reduction of 0.25 librarian due to funding pending from The Library Foundation.



### Program #80006 - Adult Outreach

4/16/2014

**Department:** Library **Program Contact:** Jane Salisbury

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Adult Outreach provides library services and programs to Multnomah County residents underserved by traditional library means, including older and homebound adults, new immigrants, people with disabilities, adult learners, and those who are institutionalized or homeless. Adult Outreach delivers books and other materials to people who are homebound; provides resources and conducts classes and other programs for immigrants, new readers, older adults and GED seekers; and partners with community agencies.

### **Program Summary**

Adult Outreach delivers books and other library materials and services to Multnomah County residents who are homebound, or who live in assisted living facilities, retirement homes, adult care homes, shelters, transition homes, or jails (the last in partnership with the Multnomah County Sheriff's Office).

Adult Outreach connects these people with their community by providing library services and programs, such as book discussion groups and instruction. Adult Outreach, in partnership with literacy organizations, also supports people whose first language is not English—or who may not read or write well in English—by providing assistance, referrals, resources, and library programs, including citizenship classes, GED labs, literacy tutoring and Talk Time sessions (English conversation practice).

Delivering books, reading to residents of assisted living units, leading book discussion groups for seniors, teaching citizenship classes, leading book groups in the jails, connecting patrons with computer and e-reader classes and leading English conversation practice in neighborhood libraries provide meaningful opportunities for volunteers, working with outreach staff, to contribute significantly to the lives of vulnerable citizens.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Book discussion groups for seniors	184	200	240	240		
Outcome	Attendees who say book discussion groups connect them to their community	80%	80%	80%	80%		
Output	Facilitated English conversation practice groups (Talk Time)	180	180	180	180		

### **Performance Measures Descriptions**

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$705,601	\$0	\$769,550
Materials & Supplies	\$0	\$24,983	\$0	\$18,100
Internal Services	\$0	\$32,952	\$0	\$32,173
Total GF/non-GF	\$0	\$763,536	\$0	\$819,823
Program Total:	\$763	\$763,536		),823
Program FTE	0.00	7.75	0.00	8.25

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

# Significant Program Changes

Last Year this program was: 80006 Adult Outreach

Net increase of 0.5 FTE.



# Program #80007 - Library Director's Office

4/16/2014

**Department:** Library **Program Contact:** Vailey Oehlke

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Library Director's Office provides executive leadership and strategic vision for the library system by working with the Board of County Commissioners (BCC), the Multnomah County Library District Board, the Library Advisory Board (LAB), community organizations, businesses, private citizens and staff to ensure that library services are responsive to the evolving needs of Multnomah County residents.

### **Program Summary**

The Library Director's Office envisions the library's role and future in the community; translates that vision into strategic direction in partnership with the BCC, Library District Board, the community, and the Library Advisory Board; represents Multnomah County Library on local, regional, and national levels, working with other libraries and library organizations; partners with The Library Foundation and Friends of the Library to enhance citizen support and fundraising efforts; executes policy development and implementation with the senior management team; and with county peers, leads in achieving enterprise-wide objectives.

Since voter approval in November, 2012, to form a library district to fund library programs and services, the Library Director's Office has coordinated with key stakeholders and partners to establish and maintain governance, budgeting and operational practices that comply with applicable statutes and policies. The Library Director's Office will continue this work to ensure that the library is best utilizing public resources to serve the community. This office is directly responsible to Multnomah County residents for the effectiveness and efficiency of the library system.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Customer comments received and processed (electronic and paper)	2,103	1,350	1,500	1,500	
Outcome	Conversations with the Library Director	34	30	28	30	

#### **Performance Measures Descriptions**

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$779,132	\$0	\$763,177
Contractual Services	\$0	\$45,000	\$0	\$46,500
Materials & Supplies	\$0	\$57,807	\$0	\$51,445
Internal Services	\$0	\$29,426	\$0	\$29,325
Total GF/non-GF	\$0	\$911,365	\$0	\$890,447
Program Total:	\$911	\$911,365		),447
Program FTE	0.00	6.00	0.00	5.00

Program Revenues				
Intergovernmental	\$0	\$66,282,054	\$0	\$67,894,830
Taxes	\$0	\$837,964	\$0	\$200,000
Other / Miscellaneous	\$0	\$35,000	\$0	\$35,000
Interest	\$0	\$33,561	\$0	\$10,000
Total Revenue	\$0	\$67,188,579	\$0	\$68,139,830

# **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80007 Library Director's Office

Net decrease of 1.0 FTE: transferred 1.0 administrative specialist to Acquisition & Processing (offer 80014).



# Program #80008 - Marketing + Online Engagement

Support

4/16/2014

**Program Contact:** Jeremy Graybill **Department:** Library **Program Offer Type:** Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Marketing + Online Engagement connects the community to library services, resources, programs and collections. As the library's in-house creative and digital strategies team, the section serves the public by maintaining an effective web portal to library services; creating helpful, effective and compelling informational and promotional materials; analyzing and deploying emerging digital strategies; and developing and leveraging the library's brand into more powerful connections with the community.

### **Program Summary**

Marketing + Online Engagement provides essential services to the library and the 35,000-plus people who use it each day, either online or in person. The section creates integrated strategies to create lasting, meaningful relationships with the community; performs ongoing activities to promote library use; works to deliver rewarding experience in person and online; creates mechanisms to gather patron feedback, comments, and input; oversees the library's public website, online presence in social media and email marketing, and the library's intranet; maintains the library's mobile app; and provides critical input into strategic decisions on how to best meet the emerging needs of the public.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Visits to the library's website	8,020,170	7,000,000	8,000,000	8,000,000			
Outcome	% of customers satisfied with library communications	85%	95%	95%	95%			

#### **Performance Measures Descriptions**

The above performance measures were gathered via Google Analytics and an online survey.

Output: The visits to the library's website are an indicator of value and use, as well as of usability and return visits.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$880,590	\$0	\$894,697
Contractual Services	\$0	\$75,921	\$0	\$116,200
Materials & Supplies	\$0	\$106,817	\$0	\$77,774
Internal Services	\$0	\$26,766	\$0	\$28,927
Total GF/non-GF	\$0	\$1,090,094	\$0	\$1,117,598
Program Total:	\$1,090,094		\$1,11	7,598
Program FTE	0.00	8.50	0.00	8.50

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80008 Marketing & Communications

No significant changes.



# Program #80009 - Business Services

4/16/2014

**Department:** Library **Program Contact:** Chung Fun Leung

Program Offer Type: Administration Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

Business Services manages and provides accounts payable, accounts receivable, fiscal reporting, budget preparation, grant reporting, purchasing and contracts for the entire library system.

# **Program Summary**

Business Services manages the annual budget preparation and submittal process; monitors and adjusts the budget throughout the fiscal year; manages contracts, procurements, and grants; processes and oversees accounts payable/receivable; administers purchasing cards and cash management for the library system. This program ensures that library funds are budgeted, received, accounted for, and spent appropriately.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of vendor invoices processed	6,858	6,500	6,939	6,939			
Outcome	Vendor invoices paid within 30 days of invoice date	88%	90%	89%	90%			
Outcome	Customer payments posted within 5 business days of receipt	99.99%	0	99.99%	99.99%			

### **Performance Measures Descriptions**

Removed output "Customer invoices processed": with all library locations open 7 days a week, these numbers should remain largely unchanged from year to year.

Changed output "Customer payments processed" to outcome measure "Customer payments posted within 5 business days of receipt".

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$764,191	\$0	\$830,958
Contractual Services	\$0	\$22,000	\$0	\$20,500
Materials & Supplies	\$0	\$59,499	\$0	\$58,800
Internal Services	\$0	\$175,535	\$0	\$166,857
Total GF/non-GF	\$0	\$1,021,225	\$0	\$1,077,115
Program Total:	\$1,021,225		\$1,07	7,115
Program FTE	0.00	4.75	0.00	5.50

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

# Significant Program Changes

Last Year this program was: 80009 Business Services

Net increase of 0.75 FTE: increase an existing finance specialist 1 position from .75 to 1.0 FTE; 0.5 office assistant, sr. position transferred from Human Resources (offer 80011).



# Program #80010 - Volunteer Svcs/Title Wave Book Store

4/16/2014

Department:LibraryProgram Contact:June BassProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Volunteer Services provides opportunities for 1,800 people annually who contribute their time and talents to Multnomah County Library. Volunteers are active in all locations, including Central Library, the 18 neighborhood libraries, Library Administration, and the Title Wave Used Bookstore, as well as various outreach programs. The Title Wave Used Bookstore is a retail outlet that generates revenue for the library through the sale of discarded books and other materials. Opened in 1988, the Title Wave provides an effective means of recycling the library's collection back into the community.

### **Program Summary**

Volunteer Services oversees the recruitment, screening, placement, performance management, position creation, and recognition of 1,800 volunteers. Volunteers enhance the services that the library can provide at all library locations in the community. The scope of volunteer opportunities includes booktalking with Books 2 U, conducting citizenship classes through Adult Literacy, delivering library materials to shelters through Adult Outreach, teaching basic computer skills, and searching for reserved items at all library locations. Volunteers share their skills and are given responsibilities that engage them in their libraries and neighborhoods. About 40% of library volunteers are students 10-18 years old. Students are given an experience that provides life skills and engages them in their community. Last year, volunteers contributed over 66,000 hours of time to the library.

The Title Wave Used Bookstore recycles and sells discarded library books and materials to the community. The store is open 40 hours per week and is staffed by 65 volunteers with the support of one paid staff person. Because the used books are sold at reasonable prices, many of the Title Wave's regular customers are teachers/media specialists buying books for their classrooms and libraries. Many home-school families buy books for educational purposes as well. Last year, the Title Wave generated over \$200,000 in revenue.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Hours contributed by volunteers	66,443	74,000	67,000	70,000			
Outcome	Student volunteers who report using their service for school/community requirement	50%	42%	50%	50%			

#### **Performance Measures Descriptions**

Outcome: All library volunteers under the age of 18 years old were surveyed to see if their volunteer hours were eligible for school or community service requirements. 50% of the responding volunteers reported that their volunteer hours counted toward school or community service requirements.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$436,342	\$0	\$445,275
Contractual Services	\$0	\$9,675	\$0	\$9,075
Materials & Supplies	\$0	\$34,735	\$0	\$38,973
Internal Services	\$0	\$15,711	\$0	\$15,313
Total GF/non-GF	\$0	\$496,463	\$0	\$508,636
Program Total:	\$496	\$496,463		3,636
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80010 Volunteer Svcs/Title Wave Book Store

No significant changes.



### Program #80011 - Human Resources/Learning Systems/System Wide Staffing

4/16/2014

Department:LibraryProgram Contact:Shelly KentProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Human Resources/Learning Systems (HR/LS) promotes the resource management of highly qualified staff by providing management consultation and technical assistance with the employment life cycle through recruiting, hiring and retaining staff; time entry; staff training and development; and consulting with employees and managers, including planning for future workforce needs. System Wide Staffing provides flexible staffing coverage through the use of regular and on-call staff. The Administrative Support unit provides clerical and special project support to the Administration Building staff.

### **Program Summary**

Human Resources/Learning Systems supports the library's mission and goals by ensuring HR systems are collaboratively implemented; assisting and consulting with over 536 regular and 103 on-call/temporary employees and supervisors; and assessing, developing and coordinating employee training needs and learning opportunities. Human Resources/Learning Systems provides internal consultation to managers and employees on a wide range of HR, employee and labor relations issues, including performance management to ensure a highly functioning workforce; recruitment to attract highly qualified, diverse applicants to serve the changing needs of county residents; legal, contractual and policy compliance to reduce liability and the costs of unlawful employment actions; and accurate time entry to ensure that employees are paid correctly for hours worked.

The HR division works with staff and managers to assess organizational needs; provide strategic direction, succession and workforce planning; and provide learning opportunities to ensure highly qualified and competent staff who have the requisite skills to serve their customers. Human Resources/Learning Systems partners with Central HR/Labor Relations to develop and implement integrated HR initiatives and solutions.

System Wide Staffing supports the library's mission and goals by providing flexible staffing for temporary projects, workload increases and absences.

The Administrative Support unit staff answer the main phone number for the library system and assist people by explaining policies, answering questions and referring people to the appropriate library service, while also completing clerical tasks and projects for management and program staff, and responding to patron comments and questions.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Staff training sessions offered by Learning Systems	137	190	190	200		
Outcome	Increase in bilingual/bicultural FTEs	-11%	5%	52%	5%		

# **Performance Measures Descriptions**

Outcome: The library made budget reductions in FY13, including an overall reduction in staff; staff were added back for FY14, including bilingual/bicultural FTEs.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,788,940	\$0	\$1,960,833
Contractual Services	\$0	\$14,000	\$0	\$17,700
Materials & Supplies	\$0	\$77,179	\$0	\$96,880
Internal Services	\$0	\$49,021	\$0	\$61,880
Total GF/non-GF	\$0	\$1,929,140	\$0	\$2,137,293
Program Total:	\$1,929,140		\$2,13	7,293
Program FTE	0.00	20.00	0.00	19.50

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80011 Human Resources/Learning Systems/System Wide

Net decrease of 0.5 FTE: transferred 0.5 office assistant, sr. to Business Services (offer 80009).



# Program #80012 - Central Director's Office

4/16/2014

**Department:** Library **Program Contact:** David Ratliff

Program Offer Type: Administration Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Central Library Director's Office (CDO) sets overall direction for Central Library; directs, develops, and evaluates services, programs and staff; and administers the Central Library budget.

### **Program Summary**

The CDO consists of the Central Library Director, an administrative specialist and a senior office assistant. In collaboration with the Library Director's Office, the CDO determines service, policy, and fiscal priorities for Central Library. This office oversees and supports the Central Management Team; coordinates priorities/needs with those of the 18 other public service locations; communicates with the public regarding issues related to Central; helps manage public and county use of meeting space; and maintains an active connection with the downtown business and civic communities. Administrative staff provide building-wide administrative and scheduling support. This office is responsible for the effectiveness and efficiency of Central Library services and the related expenditure of funds. The CDO proactively engages with the downtown community and is responsive to the concerns and needs of all Central Library users.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Visits to Central Library	853,119	865,000	875,000	865,000			
Outcome	Patrons who rated Central Library's programs good or excellent	88%	98%	90%	90%			

# **Performance Measures Descriptions**

Output: Central Library is a popular destination for area residents. Every day, thousands of people walk through its doors to borrow materials, attend a program, conduct research, use the Internet and more.

Outcome: From patron evaluations of Central Library programs.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$278,560	\$0	\$290,872
Contractual Services	\$0	\$9,000	\$0	\$9,000
Materials & Supplies	\$0	\$44,193	\$0	\$69,968
Internal Services	\$0	\$1,848,581	\$0	\$1,933,828
Total GF/non-GF	\$0	\$2,180,334	\$0	\$2,303,668
Program Total:	\$2,180,334		\$2,30	3,668
Program FTE	0.00	2.75	0.00	2.75

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80012 Central Director's Office

No significant changes.



# Program #80013 - Library Book Budget

4/16/2014

**Department:** Library **Program Contact:** Javier Gutierrez

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs: 80014

**Program Characteristics:** 

# **Executive Summary**

The Library Book Budget provides funds to add new materials in all formats to the library collection. It purchases new books, music CDs, DVDs, audiobooks, maps, sheet music, periodicals and electronic content. It also funds subscriptions to a growing variety of full-text databases, journals and reference sources in electronic form, in downloadable or web-based formats. This is the materials budget only; personnel and related processing costs are in the linked program offer.

### **Program Summary**

Approximately 39% of the book budget is spent on new books in English for children, teens and adults. Nearly 5% is spent on materials in four "We Speak Your Language" collections (Spanish, Chinese, Vietnamese and Russian). The remaining funds are spent on other formats, including 17% on media (DVDs, CDs and audiobooks), 30% on electronic resources (e-books, online periodicals, full-text databases and electronic reference sources) and 3% on print periodicals.

The demand for traditional materials in print or on disc remains high and purchasing for these materials continues at the same level. Multiple copies of each new title are purchased to ensure that people find what they want when they visit or access the library online.

Demand for electronic content and downloadable materials is growing significantly and adding more of these materials is a primary goal for FY 2015. The total collection size in June 2012 was 1,875,362 physical items. The library collection gives the community access to a rich selection of current recreational and education materials that support personal and career development, enrich civic involvement, support lifelong learning and literacy, reflect cultural diversity and serves as a resource for vulnerable members of the community. The collection also provides materials for preparing to read and succeed in school.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	New titles added to the library collection	81,952	95,000	66,286	85,000	
Outcome	Turnover rate	11.5	11	10.5	10.5	

#### **Performance Measures Descriptions**

Output: Count of new titles include electronic titles acquired from vendors.

Outcome: Turnover rate is a measure of how heavily the library collection is used (defined as circulation/holdings). Nationally, the average for public libraries serving a similar population is 4.0; MCL's rate is the highest in the country for libraries serving 500,000 or more. (Source: Public Library Data Service Statistical Report).

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$6,795,000	\$0	\$7,050,000
Total GF/non-GF	\$0	\$6,795,000	\$0	\$7,050,000
Program Total:	\$6,795,000		\$7,05	0,000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80013 Library Book Budget

No significant changes.



### Program #80014 - Library Books-Acquisition & Processing

4/16/2014

Department:LibraryProgram Contact:Javier GutierrezProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 80013

**Program Characteristics:** 

### **Executive Summary**

Library Books - Acquisition & Processing provides the staff necessary to select, purchase, catalog and process books and other materials added to the library materials collection in order to meet the informational, recreational and cultural needs of Multnomah County residents.

### **Program Summary**

Selection librarians decide what materials to buy using professional reviews, customer suggestions and staff input, along with established criteria. Their purchasing decisions reflect the diverse interests and needs of Multnomah County residents.

Acquisitions staff place orders with vendors, receive shipments, approve invoices for payment and monitor the various funds that make up the library materials budget. Cataloging staff create bibliographic description records and assign classification numbers to enable searching in the online catalog and to ensure logical shelving locations that enable browsing. The online catalog currently lists titles with a total collection of nearly 1.9 million physical items. Processing staff prepare each item/volume for shelving and checkout. This includes applying property stamps and barcodes, repackaging materials to stand up to heavy patron use and creating inventory records. Staff members visit a neighborhood library each month to remove out-of-date and damaged materials to keep the collection current, accurate and attractive.

Program staff are responsible for accurate accounting and expenditure of public funds and private donations. They are also accountable for ensuring that the library collection reflects the needs and interests of Multnomah County residents. Effective management of the library materials collection allows residents to enjoy recreational reading, research specific topics, stay current on local, national and global events and continue to learn at all ages.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Items added to the collection	261,661	330,000	344,258	330,000			
Outcome	Patrons who found books and items they wanted	90%	92%	90%	90%			

# **Performance Measures Descriptions**

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$2,746,419	\$0	\$2,723,703
Contractual Services	\$0	\$697,412	\$0	\$813,198
Materials & Supplies	\$0	\$221,156	\$0	\$174,220
Internal Services	\$0	\$89,337	\$0	\$96,329
Total GF/non-GF	\$0	\$3,754,324	\$0	\$3,807,450
Program Total:	\$3,754,324		\$3,80	7,450
Program FTE	0.00	30.25	0.00	31.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80014 Library Books-Acquisition & Processing

Net increase of 0.75 FTE: added 1.0 administrative specialist from the Director's Office (offer 80007), transferred 0.25 librarian to Central Library (offer 80000).



# Program #80015 - Youth Services Management

4/16/2014

Department:LibraryProgram Contact:Katie O'DellProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Youth Services Management ensures that library staff receive training to work with children and teens, birth through age 17; offers reading promotion initiatives; and sets overall direction for services to this age group and their adult caregivers.

### **Program Summary**

Youth Services Management is provided systemwide through four main elements: staff training; youth reading initiatives; coordination, partnerships and advocacy; and program development and evaluation.

The office plans systemwide services; develops and evaluates programs; oversees development and education for staff; advocates in the community for increased use of libraries by children and teens and their parents and caregivers; and explores and engages in community partnerships to increase youth library use, support other organizations' literacy objectives, and improve students' reading scores.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	County children and teens who have library cards	54%	50%	54%	54%			
Outcome	Staff who report improved/reinforced skills after Youth Services training	95%	90%	95%	90%			
Output	Card-holding children and teens who use their library card	70%	60%	70%	70%			

### **Performance Measures Descriptions**

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$530,014	\$0	\$414,237
Contractual Services	\$0	\$10,000	\$0	\$7,000
Materials & Supplies	\$0	\$250,490	\$0	\$203,390
Internal Services	\$0	\$21,354	\$0	\$16,772
Total GF/non-GF	\$0	\$811,858	\$0	\$641,399
Program Total:	\$811,858		\$641	,399
Program FTE	0.00	3.25	0.00	3.25

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80015 Youth Services Management

No significant changes.



# Program #80016 - Neighborhood Libraries Management

4/16/2014

Department:LibraryProgram Contact:Don AllgeierProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Neighborhood Libraries Management (NLM) sets overall direction for 18 regional and neighborhood libraries. Neighborhood Libraries Management plans services; develops and evaluates programs and staff; and administers the budget for all locations. Neighborhood Libraries Management also manages systemwide library services to the county's largest immigrant communities (Chinese, Russian, Spanish, Vietnamese and Somali), with 71 bilingual staff in 14 locations.

### **Program Summary**

Neighborhood Libraries Management consists of the Neighborhood Libraries Director, Neighborhood Libraries Assistant Director, two Spanish bilingual Outreach Specialists (1.5 FTE), and a Senior Office Assistant. In collaboration with the Library Director, the NLM provides general support and oversight to 18 libraries and continual communication with staff at all levels of the organization; develops collaborative relationships with community and governmental organizations to maximize the impact of library services; sets priorities and policies for libraries to best address community needs and county priorities; implements best practices; and provides resources to individual managers, staff, and work groups to improve their performance through ongoing training, coaching, leadership development, and assessments.

Neighborhood Libraries Management supports and directs the work of regional and neighborhood libraries, which were visited 3.7 million times by county residents last year. These 18 libraries provide learning, cultural and recreational opportunities to all county residents, as well as community space for civic engagement.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of front line staff who are bilingual or possess cultural knowledge, skills, and abilities	58	0	87	89	
Outcome	Patron satisfaction with Book-a-Librarian service	0	0	90%	90%	

#### **Performance Measures Descriptions**

Both measures are new for FY15.

Outcome measure: previous year actual data is unavailable because the Book-a-Librarian service is brand new this year.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$490,241	\$0	\$535,733
Contractual Services	\$0	\$11,900	\$0	\$21,000
Materials & Supplies	\$0	\$47,092	\$0	\$61,400
Internal Services	\$0	\$17,391	\$0	\$95,350
Total GF/non-GF	\$0	\$566,624	\$0	\$713,483
Program Total:	\$566,624		\$713	3,483
Program FTE	0.00	4.50	0.00	4.50

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80016 Neighborhood Libraries Management

No significant changes.



Program #80017 - IT Services

4/16/2014

Department:LibraryProgram Contact:Cindy GibbonProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

IT Services maintains 897 public computers, related software and servers, high-speed Internet access, and a wireless network in library facilities for use by the general public. Library users can search the catalog of books and other materials, view and manage their library accounts, download e-books, use research databases and other electronic resources, and access the Internet for educational, business and personal use. IT services also maintains more than 600 computers, related software, equipment, servers and networks for library staff use.

### **Program Summary**

IT Services procures, installs, configures, and maintains software, computers, printers, adaptive technology for those with special needs, electronic self-service equipment, servers and related equipment for library patrons and staff.

Children and adults use library computers to do personal and business research, complete homework assignments, apply for jobs, find recreational reading, communicate with government agencies, manage their library accounts, and participate in the social web.

Public computers also provide office automation software, such as word processing, to accomplish personal, business or school work. The library has computers and software in training rooms, teen after-school homework lounges, and for checkout to be used in-house with the library's public wireless network. Many public computer users have no access to a computer or the Internet at home, so the library is their only window to the world of 21st century technology, communication and information.

IT services also maintains equipment and software for library staff, supporting general office computing and library systems such as the library catalog, patron database, circulation system, materials acquisition system, website, provision of electronic resources, and other internal operations.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of public computers	897	888	857	857			
Outcome	% of time wired public internet computers are in use	79%	75%	75%	75%			
Output	Wi-fi sessions	725,867	725,000	750,000	750,000			

# **Performance Measures Descriptions**

Output: During FY14, some public computers for children were converted to iPads with educational apps. Outcome: This measure is trending downward with the installation of wireless access in all library locations and the addition of loaner laptops. Output: The library's public wi-fi network is accessed by people using their own devices as well as those using library loaner laptops; library wi-fi is an important service to bridge the digital divide.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$100,000	\$0	\$100,000
Materials & Supplies	\$0	\$943,255	\$0	\$797,522
Internal Services	\$0	\$5,354,761	\$0	\$5,478,647
Total GF/non-GF	\$0	\$6,398,016	\$0	\$6,376,169
Program Total:	\$6,398,016		\$6,37	6,169
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80017 IT Services

This budget includes \$175,000 for implementation of new digital information strategies, including creation, digitization, hosting and delivery of content created by Multnomah County Library patrons and staff.



# Program #80018 - Facilities & Logistics

4/16/2014

Department:LibraryProgram Contact:Lisa CanavanProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Logistics ensures that library books and materials move quickly and accurately among all 21 library locations, including 19 libraries, Library Administration and The Title Wave Used Bookstore. Library Facilities coordinates the maintenance of the buildings and grounds to ensure safe, secure and welcoming facilities.

### **Program Summary**

Logistics operates the centralized sort center and delivery operations that move library materials to and among library locations, enabling residents to have quick access throughout Multnomah County. This program operates a seven-day-perweek delivery system that provides delivery to 42 service points each week day, delivering and receiving all library books and materials, interoffice mail, U.S. mail, library supplies and bank deposits.

Library Facilities provides central coordination and direction of repair and maintenance activities among county facilities staff, telecommunications, contractors and vendors for 21 library locations. This program serves all library staff and the public as expert resources on ADA-compliant building access, ergonomics, workflow management, security policy, and safety management.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Crates of books, mail and supplies moved annually	272,000	270,000	275,000	275,000			
Outcome	Staff satisfaction with delivery system	99%	95%	95%	95%			

# **Performance Measures Descriptions**

Output: A crate is the library's unit of measurement for transporting library materials, mail, supplies and other items.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,075,806	\$0	\$1,082,928
Contractual Services	\$0	\$2,100	\$0	\$1,000
Materials & Supplies	\$0	\$43,472	\$0	\$79,191
Internal Services	\$0	\$721,363	\$0	\$1,070,271
Total GF/non-GF	\$0	\$1,842,741	\$0	\$2,233,390
Program Total: \$1,842,741		2,741	\$2,23	3,390
Program FTE	0.00	14.75	0.00	14.75

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

### Significant Program Changes

Last Year this program was: 80018 Facilities & Logistics

No significant changes.



### Program #80019 - System Access Services

4/16/2014

Department:LibraryProgram Contact:Cindy GibbonProgram Offer Type:SupportProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

System Access Services facilitates the public's use of library physical and electronic collections and services and supports staff delivering library services. Staff develop and implement policies and procedures; coordinate IT support for all library operations; manage the integrated library computer system (ILS) and the ILS discovery layer; assist front line staff and managers with process improvement; develop and deliver systemwide training on electronic resources and research tools, circulation procedures and customer service; steward the library's collections; and manage special projects.

### **Program Summary**

This program develops library policies and procedures that ensure equitable and safe access to library services; works with IT management to ensure adequate IT support for library services; manages the ILS and its discovery layer for patrons and staff; trains and coaches staff and monitors uniform implementation of policies and procedures systemwide; handles escalated customer service issues; oversees the collection of overdue library materials; protects patron privacy; ensures the library's compliance with applicable federal, state and local law; and manages special projects.

The program ensures that Multnomah County Library users have equitable access to library services; that the public's investment in the library's collection is protected; and that processes are efficient and effective to meet the public's demand for library resources at best value for taxpayer dollars. Policies and procedures are designed to balance the public values of access and stewardship.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Total new library cards/welcome notices issued annually	57,592	60,000	63,000	60,000	
Outcome	Average \$ value of customer accounts sent to collection agency	\$128	\$133	\$130	\$130	
Efficiency	Cost per item checked out or renewed	\$2.42	\$2.42	\$2.58	\$3.25	
Output	% of checkouts done by self-checkout	79%	79%	78%	78%	

### **Performance Measures Descriptions**

Efficiency: Cost per item checked out or renewed (total annual expenditures/total circulation). Among the nation's busiest libraries, Multnomah County Library has one of the lowest costs per item checked out. Upward trend is caused by circulation decreasing in FY 13, likely due to reduced hours and Monday closures.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$1,015,006	\$0	\$817,571
Contractual Services	\$0	\$147,084	\$0	\$103,780
Materials & Supplies	\$0	\$170,109	\$0	\$167,297
Internal Services	\$0	\$52,967	\$0	\$27,850
Total GF/non-GF	\$0	\$1,385,166	\$0	\$1,116,498
Program Total:	\$1,385,166		\$1,11	6,498
Program FTE	0.00	9.00	0.00	7.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

# Significant Program Changes

Last Year this program was: 80019 System Access Services

Net decrease of 2.0 FTE: Multnomah County Library has served as the fiscal agent for Oregon's 24/7 virtual reference service, Answerland, since it started in 2003. This service has been funded by federal grant money received through the state library. Effective July 1, 2014, another Oregon library will be assuming the fiscal agent role.



# Program #80020 - System Information Services

4/16/2014

Department:LibraryProgram Contact:Cindy GibbonProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

System Information Services provides coordination, training, support, information and resources to Multnomah County Library's Information Services librarians and library assistants so they can quickly and accurately connect Multnomah County residents with the resources, experiences and information they seek.

### **Program Summary**

System Information Services is responsible for the training and support of Information Services staff through classes, virtual micro-trainings and professional development forums. Staff in this section coordinate with Human Resources/Learning Systems, IT and other work groups to ensure that Information Services staff throughout the system are up to date with the latest technology trends and tools, have print and electronic resources that help them serve patrons, and are trained to use those resources.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of reference questions answered	637,474	750,000	550,000	550,000		
Outcome	% of reference training participants who said they gained skills that will help them perform their jobs better	100%	87%	99%	87%		

#### **Performance Measures Descriptions**

Output: The overall trend is a reduction in the number of reference questions answered. New methodology may account for the decrease as the library switched to a new software system and method for counting reference statistics.

Outcome: This is a new measure based on staff evaluations of classes offered by System Information Services.

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
Program Expenses	2014	2014	2015	2015	
Personnel	\$0	\$228,223	\$0	\$209,425	
Contractual Services	\$0	\$1,000	\$0	\$51,000	
Materials & Supplies	\$0	\$14,065	\$0	\$14,960	
Internal Services	\$0	\$8,148	\$0	\$6,444	
Total GF/non-GF	\$0	\$251,436	\$0	\$281,829	
Program Total:	\$251	\$251,436		\$281,829	
Program FTE	0.00	2.00	0.00	1.00	

Program Revenues						
Total Revenue	\$0	\$0	\$0	\$0		

### **Explanation of Revenues**

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.4%). It represents a pro-rated share of property taxes (96%) and other revenues such as overdue fines, delinquent library levy taxes, interest earnings, grants, and user charges for services provided to library patrons (4%).

# Significant Program Changes

Last Year this program was: 80020 System Information Services

Net decrease of 1.0 FTE. This corrects the allocation of a Program Specialist Sr. position from a permanent position to a limited duration position.

# Department Overview

The Nondepartmental budget accounts for those programs and countywide functions that do not belong to particular departments. Programs include the Board of County Commissioners and its Chair; the Auditor's Office; the County Attorney's Office; the Communications Office; the offices of Emergency Management, Sustainability, and Diversity and Equity; independent County organizations such as the Local Public Safety Coordinating Council and the Citizen Involvement Committee; non-County agencies such as the Regional Arts and Culture Council and the Oregon Historical Society; and entities that account for corporate debt service. Fund-level transactions are also budgeted here.

The Board of County Commissioners provides corporate leadership, policy direction, and strategic direction for Multnomah County. The elected Auditor and his staff promote efficient, effective, accountable government. The County Attorney's Office provides legal guidance, advice, and other services. The Communications Office provides information and access to County government for the news media and the public. The County's Office of Emergency Management coordinates countywide emergency disaster preparedness, response, and mitigation activities. Several independent County agencies provide advice, oversight, analysis, and advocacy on behalf of the County and its citizens. The Citizen Involvement Committee involves citizens in County policy and decision-making processes. The Local Public Safety Coordinating Council coordinates public safety plans, policies, operations, and strategies of local government agencies in Multnomah County; and the Tax Supervising and Conservation Commission oversees budget and tax levy authority for taxing districts in the County.

# Budget Overview

Nondepartmental contains County programs, independent County agencies, corporate functions, and payments to other entities that do not belong to County departments. The FY 2015 budget is \$107.9 million and 94.63 FTE. The year over year increase is due to increased contractual services, in particular an increase of nearly \$2.6 million of pass thru funding for the Convention Center Fund (10025).

The Proposed Budget contains the following changes:

- \$126,055 in additional General Fund for a Language Communications Coordinator (10007B) who will coordinate with County departments to improve communication between the county and its growing communities that have limited English proficiency.
- \$205,336 in one-time General Funds to fully fund the Decision Support System-Justice (10009B).
- \$71,225 in one-time General Funds to provide Emergency Management Kits for all County employees (10013).
- \$33,500 in one-time General Funds for the annual Food Justice Summit and the Intertwine Alliance (10018B).
- \$38,200 in one-time General Funds for the County's contribution to the Regional Disaster Preparedness Organization (10030).
- \$40,000 in one-time General Funds to purchase updated radios for Animal Services (10031).
- \$250,000 in one-time funding for the SummerWorks internship program
  which is now part of the newly restructured Mulntomah Youth Engagement
  Program (10035). Components of this program include SummerWorks, the
  Multnomah Youth Commission and the College to Career Initiative.
- The Office of Economic Development moved to the Department of County Management for FY 2015.

<b>Budget Trends</b> *		FY 2014	FY 2014	FY 2015	
	FY 2013	Current	Adopted	Proposed	
	<u>Actual</u>	<b>Estimate</b>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	99.66	100.24	100.24	94.63	(5.61)
Personnel Services	\$10,718,259	\$12,484,122	\$12,459,883	\$12,524,125	\$64,242
Contractual Services	34,922,657	38,092,129	38,049,424	40,795,833	2,746,409
Materials & Supplies	8,064,869	8,649,196	8,671,140	9,243,866	572,726
Debt Service	37,230,397	46,950,082	46,950,082	45,383,865	(1,566,217)
Capital Outlay	<u>16,536</u>	<u>0</u>	<u>0</u>	<u>4,000</u>	<u>4,000</u>
Total Costs	\$90,952,718	\$106,175,529	\$106,130,529	\$107,951,689	\$1,821,160

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances. Program Offers DO contain cash transfers, contingencies, and unappropriated balances.

# Successes and Challenges

A selection of successes from Nondepartmental agencies includes:

- The Office of Diversity & Equity continues to champion the Equity &
   Empowerment Lens, a set of reflective actions, materials and tools
   designed to provide information for discussion, planning and decision
   making leading to more equitable policies and programs. The Lens is a
   quality improvement tool comprised of a set of questions and processes
   designed to focus on equity at the individual, organizational and
   community level.
- The Citizen Involvement Committee provides direct citizen voice into program development and direction and conveys citizen input to officials and departments through reports, recommendations and meetings. This maximizes the value of citizen input, giving citizens a greater sense of ownership in the County decision-making process.
- The County Attorney's Office demonstrates continued success in resolving cases through zealous advocacy, motions practice, and at trial.
- The Office of Emergency Management coordinates disaster preparedness activity in Multnomah County. This includes planning, training, exercise and equipment procurement for County staff and some departments as well as coordination with cities, special districts and non-governmental organizations. By developing relationships with community partners, Emergency Management bolsters citizen preparedness community resilience.
- Reports by the Auditor's Office in 2014 include several new and followup audits on County Facilities & Property Management operations; an Overtime usage audit; an audit of the Auditor's own Good Government Hotline; and a Financial Condition Report.
- In the third year of its five-year local option tax levy, the Oregon Historical Society has maximized its resources by opening a new permanent exhibit, "Oregon Voices," which has doubled its capacity for school groups. In calendar year 2013, OHS saw a 17% increase in visits from Multnomah County residents, with total attendance increase of 26% over calendar year 2012.

# Diversity and Equity

Nondepartmental is the "home" of the County's Office of Diversity and Equity (ODE), a hub for countywide diversity and equity initiatives. The office provides data analysis, training and consulting; policy, practice, and procedures review; coordination of diversity and equity initiatives; equal employment opportunity (EEO) and affirmative action compliance; recruitment outreach audits; and coordination and oversight for the County's Employee Network Groups.

The Office of Diversity and Equity in partnership with the Multnomah County's Chair's Office launched the Equity and Empowerment Lens which has a Racial Justice focus to address inequities in County services, policies, practices and procedures. The Equity and Equality Lens is a set of reflective actions, materials and tools designed to provide information for discussion, planning and decision making leading to more equitable policies and programs. The Office works with all county employees to begin integrating the Lens questions and educational information into their daily work.

Additionally, the Office of Diversity & Equity provides resources to the County in the form of the Equity Council, Employee Resource Groups, and the upcoming "Governing for Racial Equality" and Employee Diversity conferences.

Nondepartmental The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
10000	Chair's Office	\$1,460,315	\$0	\$1,460,315	9.00
10001	BCC District 1	557,591	0	557,591	3.85
10002	BCC District 2	557,591	0	557,591	3.00
10003	BCC District 3	557,591	0	557,591	4.00
10004	BCC District 4	557,591	0	557,591	4.00
10005	Auditor's Office	1,435,992	0	1,435,992	8.78
10006	Tax Supervising and Conservation Commission	315,329	0	315,329	1.90
10007A	Communications Office	998,852	0	998,852	6.50
10007B	Language Communications Coordinator	126,055	0	126,055	1.00
10008	County Attorney's Office	0	4,201,962	4,201,962	22.80
10009A	Local Public Safety Coordinating Council	543,376	575,062	1,118,438	3.00
10009B	DSS-Justice Funding	205,336	0	205,336	0.00
10010	Citizen Involvement Committee	238,039	0	238,039	2.00
10011	Office of the Board Clerk	909,720	0	909,720	2.00
10012A	Office of Emergency Management	1,027,752	441,430	1,469,182	7.00
10012B	EM - Vulnerable Populations Specialist	107,971	0	107,971	1.00
10013	Emergency Management Kits	71,225	0	71,225	0.00
10016	Government Relations Office	756,309	0	756,309	4.00
10017A	Office of Diversity and Equity	822,647	0	822,647	5.40
10018A	Office of Sustainability	591,001	33,000	624,001	4.40
10018B	Office of Sustainability - Summit/Intertwine	33,500	0	33,500	0.00
10020	Regional Arts & Culture Council	167,008	0	167,008	0.00
10021	State Mandated Expenses	5,479,765	392,088	5,871,853	0.00
10022	Pass-Through Payments to East County Cities	6,890,709	0	6,890,709	0.00
10023	OHS Local Option Levy	0	1,829,324	1,829,324	0.00
10024	County School Fund	0	20,275	20,275	0.00
10025	Convention Center Fund	0	30,756,130	30,756,130	0.00
10026	Capital Debt Retirement Fund	0	19,886,987	19,886,987	0.00

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
10027	GO Bond Sinking Fund	0	12,786,175	12,786,175	0.00
10028	PERS Pension Bond Sinking Fund	0	88,317,930	88,317,930	0.00
10030	RDPO - Multnomah County Matching Contribution for our Regional Disaster Preparedness Organization	38,200	0	38,200	0.00
10031	Emergency Management - Radios	40,000	0	40,000	0.00
10035	Multnomah Youth Engagement	168,084	397,001	565,085	1.00
	Total Nondepartmental	\$24,657,552	\$159,637,364	\$184,294,916	94.63

<sup>\*</sup>Does include cash transfers, contingencies or unappropriated balances.

 $Fund\ Level\ Programs$  The following program offers account for General Fund revenues, the beginning balance in the Behavioral Health Care Fund, and other fund level transactions. General Fund expenditures are budgeted in departments.

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
25101	Mental Health Beginning Working Capital	0	20,005,367	20,005,367	0.00
	This beginning fund balance is not shown in	the Nondepartme	ental detail budge	t.	
95000	Fund Level Transactions	52,475,175	78,747,919	131,223,094	0.00
	This beginning fund balance is not shown in	the Nondepartme	ental detail budge	t.	
95001	General Fund Revenues	396,554,040	0	396,554,040	0.00
This program offer contains the budget for General Fund revenues. Expenses are budgeted in departments.					



### Program #10000 - Chair's Office

4/17/2014

**Department:** Nondepartmental **Program Contact:** Marissa Madrigal

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Chair is the Chief Executive Officer of Multnomah County. With both legislative and executive responsibilities, the Chair works closely with the Board of County Commissioners to set the policy direction of Multnomah County and implements that direction as mandated by the Home Rule Charter. All departments and non-departmental offices report to the Chair, including the Office of Diversity and Equity, Office of Sustainability, Communications Office, Board Clerk's Office and Government Affairs.

# **Program Summary**

The Chair oversees a \$1.5 billion budget and more than 4,400 Full Time Employees. The Chair and her staff are focused on policies and programs that create positive outcomes for all of Multnomah County's 748,000 residents. The Chair develops the Executive Budget; appoints department directors; has authority over litigation, contracts and financial instruments; manages the Board agenda; presides over regular meetings of the Board of County Commissioners; and executes policies of the board as well as ordinances. The Chair is also the Chief Personnel Officer for the County.

Chair Madrigal is committed to working with our jurisdictional partners in supporting evidence based practices designed to prevent negative and costly outcomes. In Fiscal Year 2015, Chair Madrigal is making investments to improve access and cultural competency throughout Multnomah County's many programs.

Chair Madrigal is serving in this role following the resignation of former Chair Jeff Cogen. Chapter 4.50(3) of the Multnomah County Home Rule Charter requires elected officials to designate an interim designee for their office in the event of a vacancy. Multnomah County Code Chapter 5, Section 5.005, requires that each elected official designate a person to perform his or her responsibilities in the event of a vacancy, and that designation must be approved by the Board of County Commissioners. Marissa Madrigal was approved as the Chair's interim designee by resolution in June 2010. Chair Madrigal will serve in this capacity until the election to fill the remainder of the existing term certified.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Local Government Access Workshops	n/a	4	4	4			
Outcome	Constituents have better access to local government, and thereby better inform the Chair's budget decisions	-	-	-	-			

### **Performance Measures Descriptions**

In FY 2015 a new Chairperson will take office and may choose and track different performance measures than those listed here.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,076,013	\$0	\$1,100,936	\$0
Contractual Services	\$38,829	\$0	\$30,000	\$0
Materials & Supplies	\$52,789	\$0	\$47,054	\$0
Internal Services	\$249,169	\$0	\$282,325	\$0
Total GF/non-GF	\$1,416,800	\$0	\$1,460,315	\$0
Program Total:	\$1,416,800		\$1,46	0,315
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

This is a General Fund program.

# **Significant Program Changes**

Last Year this program was: 10000 Chair's Office

No significant changes.



# Program #10001 - BCC District 1

4/17/2014

**Department:** Nondepartmental **Program Contact:** Liesl Wendt

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

Commissioner Wendt was appointed to the Board of County Commissioners in October 2013 and will serve as Interim Commissioner until the May 20th primary election. The winner of the primary election will serve the remainder of the unexpired term of former Commissioner Deborah Kafoury which expires December 2016.

# **Program Summary**

Commissioner Wendt represents the residents of District 1 and responds to questions and concerns about county services and policies. Her priorities include creating a governance committee to oversee the county homeless plan; strengthening collaboration between the county and that state programs that impact poverty and family self-sufficiency; continuing to over see the Sellwood Bridge Construction project, the County Courthouse replacement project and the new county health department headquarters.

She will participate in the FY14-15 Budget process and will advocate for programs that will prevent homelessness and rehouse homeless families and individuals in Multnomah County; support efforts to establish a shared governance structure to oversee and implement a comprehensive, integrated approach to services to people who are homeless or at risk of homelessness. She also supports programs that address student absenteeism. She will engage with the State of Oregon to strengthen collaboration and align services to move families out of poverty. Commissioner Wendt will continue to oversee and collaborate with her colleagues on the major construction projects in her district, including the Sellwood Bridge Construction project, the County Courthouse replacement project and the new health department headquarters construction. In addition, the Sauvie Island/Multnomah Channel Rural Area & Transportation System Plan will be updated. Her office will monitor the Community Advisory Committee process and its recommendations will be presented to the Board of County Commissioners.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Creating a governance committee to oversee the county homeless plan	N/A	100%	40%	100%			
Outcome	Sellwood Bridge Replacement Project - new bridge construction completed	40%	40%	40%	100%			
Outcome	Downtown Courthouse site selection and design construction RFQ completed	20%	50%	100%	100%			
Output	Sauvie Island/Multnomah Channel Rural Area & Transportation Plan update	-	-	90%	100%			

### **Performance Measures Descriptions**

By the fall of FY14, the newly appointed governance committee will have met to oversee the federal homeless funds and begin to make recommendations for the entire homeless system in the county. By the end of FY 14-15, the Sellwood Bridge Replacement Bridge will be built. The entire project will be completed in FY15-16. In FY 15, the design construction RFQ for the new downtown Courthouse will be completed and a site will be selected for the Courthouse, and the Citizen's Advisory Council for the Sauvie Island RATP will have completed their recommendations.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$443,466	\$0	\$453,049	\$0
Contractual Services	\$0	\$0	\$4,331	\$0
Materials & Supplies	\$27,399	\$0	\$27,399	\$0
Internal Services	\$69,591	\$0	\$72,812	\$0
Total GF/non-GF	\$540,456	\$0	\$557,591	\$0
Program Total:	\$540,456		\$557	7,591
Program FTE	3.80	0.00	3.85	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

This is a General Fund program.

# Significant Program Changes

Last Year this program was: 10001 BCC District 1

Commissioner Wendt was appointed Interim Commissioner on October 22, 2013. She will serve as Commissioner until the May 20th primary election. A new commissioner will be elected to serve out the unexpired term of former Commissioner Deborah Kafoury, which expires December 2016



# Program #10002 - BCC District 2

4/17/2014

**Department:** Nondepartmental **Program Contact:** Loretta Smith

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

Commissioner Loretta Smith is the District 2 representative to the Board of County Commissioners. She sits as one of five elected officials tasked with developing policy, coordinating the development of Multnomah County's annual budget, and ensuring that policy and budget support the work of County Departments in the delivery of services to County residents, businesses, Regional Government Partners, key stakeholders in the academic community, the faith community and the system of community-based non-profits.

# **Program Summary**

Commissioner Smith works to ensure that County services are oriented to protect the most vulnerable community members accessing public health, mental health and homelessness programs; promoting public safety through policing services, County jails, Adult and Juvenile Probation and Parole services, broad community justice initiatives and services for families and high-risk youth. Providing cost-effective services in the County's infrastructure of roads, bridges, while focusing on Emergency Management and Disaster Preparedness, animal services and Library services, and managed through the lens of equity, transparency, and sustainability ensures a continuing connection to Multnomah County values, its mission, goals, objectives and outcomes.

Community engagement, transparent and open governments are core values in the duties performed via the District 2 Office and Commissioner. Commissioner Smith continues to utilize a broad-based approach that includes group and individual meetings with constituents, tours of facilities, speaking engagements, resolution and proclamation development, newsletter, website, social media connections and telephonic communication. Program and community highlights for Fiscal Year 2013-2014 include the following activity: 1) Budget development for the SummerWorks Program (\$100,000 in County General Fund dollars and \$395,000 in partnership resources with the City of Portland and Worksystems, Inc.); 2) Multnomah County funding for Janus Programs, "Village Market" \$75,000; 3) Sponsorship of the African American HIV/AIDS Training Session and HIV/AIDS Proclamation, celebrated the historic March on Washington, DC, hosting a proclamation declaring August 23-30 "Civil Rights Week in Multnomah County": 4) Conducted senior town halls throughout Multnomah County to educate seniors about the dangers of elder financial fraud and abuse. Priorities for FY 2014-2015 will include: maintaining Multnomah County's commitment to summer youth employment through SummerWorks; engaging in key Regional Policy activity through the Regional Disaster Preparedness Organization and the "Working Waterfront Coalition", focusing on Multnomah County infrastructure, bridges and roads and promoting fiscal accountability while ensuring the development of an effective Capital Improvement Program, and ensuring the mechanism for enrolling vulnerable populations, including elders, adults, children and families in the Affordable Care Act are in place and functioning well in Multnomah County.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Respond to constituent inquiries, emails and information requests	100	200	250	275			
Outcome	Dollar value of funding and services leveraged from community partners for SummerWorks Program	100,000	100,000	100,000	150,000			
Output	Participate in Regional Disaster Planning Organization and Emergency Preparedness Activity	0	0	0	12			

### **Performance Measures Descriptions**

The Commissioner's office will continue involvement in regional planning and advisory committee activity such as the Regional Disaster Planning Organization, focusing on emergency preparedness, in support of Multnomah County planning efforts that seek to improve the transportation, quality of life and economic fortunes of County residents and local businesses, especially vulnerable populations identified as elders, adults, children, families, differently abled and communities of color.

The Multnomah County Board of Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3)

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$428,060	\$0	\$423,537	\$0
Contractual Services	\$10,170	\$0	\$13,500	\$0
Materials & Supplies	\$29,564	\$0	\$44,200	\$0
Internal Services	\$72,662	\$0	\$76,354	\$0
Total GF/non-GF	\$540,456	\$0	\$557,591	\$0
Program Total:	\$540,456		\$557,591	
Program FTE	4.00	0.00	3.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

The District 2 office is funded through County General Fund.

# **Significant Program Changes**

Last Year this program was: 10002A BCC District 2

No significant changes anticipated within the District 2 budget request for FY 2014-15.



# Program #10003 - BCC District 3

4/17/2014

**Department:** Nondepartmental **Program Contact:** Judy Shiprack

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

Multnomah County Commissioner Judy Shiprack is one of five elected officials who are the governing body of Multnomah County. She represents District 3, in Portland's East side. Commissioner Shiprack focuses on her constituents and the needs of East Portland while embracing the county's mission, vision and values of social justice, health, public safety, integrity, stewardship, innovation and sustainability. To learn more please visit www.multco/d3/us.

### **Program Summary**

Commissioner Shiprack works with the community to create a county budget that is equitable, transparent, and responsible. She will continue to provide leadership and engage the community to create county services that honor ethnic and cultural diversity and recognize the complexity of community need. Promoting evidence-based programs and services are a high priority.

Replacement of the Multnomah County Central Courthouse building is moving forward. District 3 will continue to work with stakeholders to provide energy, leadership and momentum to this critical project. By the end of the calendar year, the Board of Commissioners will decide on a site and financing method to deliver the new courthouse with a target of breaking ground in 2016. Serving as Co-Chair of the Local Public Safety Coordinating Council (LPSCC), Commissioner Shiprack continues to work with this nationally recognized collaborative group to deliver a just and efficient public safety system. Current focal issues for LPSCC include jail population management, juvenile justice, mental health/public safety alignment and service improvements, youth and gang violence prevention, and information-sharing across jurisdictions. Commissioner Shiprack promotes elder issues by serving as liaison to Elders in Action. She supports arts in school by her liaison role to the Regional Arts and Culture Coalition (RACC) and participation with the Right Brain Initiative. Oregon continues to be one of the hungriest states in the nation. Commissioner Shiprack recognizes the importance of a thriving regional food system to access local produce, create local jobs and increase the health and quality of life for the community. She will continue to provide leadership on the Multnomah Food Initiative, the Food Action Plan and the Institutional Food Buyers' Alliance. Commissioner Shiprack seeks and invites input from her district and is dedicated to community-building. The East Portland Action Plan has sparked a renaissance of community empowerment and has the support and advocacy of Commissioner Shiprack.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Local Public Safety Coordinating Council's (LPSCC) What Works Conference	1	1	1	1	
Outcome	Multnomah County Downtown Courthouse - Building Planning and Business Case Analysis Phase	20%	50%	100%	100%	
Input	Communtiy Meetings	135	40	50	90	
Output	Multnomah County Food Summit	1	1	1	1	

### **Performance Measures Descriptions**

LPSCC's conference was on 12/6/13. The theme was, "Leveraging health care transformation to improve behavioral health and public safety outcomes." The event brought together nearly two hundred policy makers and practitioners; Multnomah Food Summit was on 10/18/13. Stakeholders, organizations, and individuals committed to creating a healthy, equitable and prosperous local food system convened to further implement the Multnomah Food Action Plan. Both events received high marks from participants for content and as essential in advancing issues.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$442,685	\$0	\$432,182	\$0
Contractual Services	\$0	\$0	\$14,000	\$0
Materials & Supplies	\$27,270	\$0	\$40,847	\$0
Internal Services	\$70,501	\$0	\$70,562	\$0
Total GF/non-GF	\$540,456	\$0	\$557,591	\$0
Program Total:	\$540,456		\$557	7,591
Program FTE	3.60	0.00	4.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

General Fund Program

# Significant Program Changes

Last Year this program was: 10003 BCC District 3



# Program #10004 - BCC District 4

4/17/2014

**Department:** Nondepartmental **Program Contact:** Diane McKeel

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

Commissioner Diane McKeel is one of five elected members that comprise the governing body of Multnomah County, representing District 4. As a member of the Board of County Commissioners, Commissioner McKeel is responsible for adopting a balanced budget, setting policy, and effectively representing her district. Commissioner McKeel is committed to engaging the community, operating in an open and transparent manner, and responding to the needs of constituents in a timely manner. To learn more about Commissioner McKeel's office visit the website at www.multco.us/ds4.

# **Program Summary**

In FY14-15, Commissioner McKeel will strengthen the effect of the Veterans and Military Task Force to ensure that Multnomah County is adapting to and reflecting the changing demographics of veterans in our community. Commissioner McKeel will develop policy and programs to engage in the fight against human trafficking by decreasing the high rate of demand in the community for the purchase of sex. She commits to ensuring that our community maintains the support and programs for the victims of human trafficking. Commissioner McKeel believes that opportunities in STEM can provide the workforce development that our community and businesses need. Through the East Metro STEM Partnership, Commissioner McKeel is committed to bringing STEM opportunities to school districts and businesses in east Multnomah County. Commissioner McKeel is committed to implementing the County's Equity and Empowerment Lens in all that we do throughout our community, to ensure that we utilize and champion diversity.

Commissioner McKeel will continue to represent the County on important issues at the local, state and federal level.

- 1) Transportation Chair the East Multnomah County Transportation Committee and the County representative on the Joint Policy Advisory Committee on Transportation (JPACT).
- 2) Veterans Chair of the Multnomah County Veterans and Military Task Force, Chair of the Association of Oregon Counties (AOC) Veterans Service Committee, Member of the National Association of Counties (NACo) Veterans and Military Service Subcommittee.
- 3) Health Care Member of the NACo Health Steering Committee.
- 4) Economic Development Member of the Great Portland Economic Development District, Member of the Portland Metro Regional Solutions Advisory Committee.
- 5) ČSEC Chair of the Local Public Safety Coordinating Council's Subcommittee on the Commercial Sexual Exploitation of Children

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Respond to constituent communications within a reasonable time: provide/receive guidance, input	90%	90%	95%	95%		
Outcome	Develop the Veterans Affairs Advisory Committee	0	0	1	1		
Output	Apply County's Equity and Empowerment Lens in office initiatives	50%	50%	50%	75%		
Outcome	Wednesday Walker Series, district staff will host weekly during late spring/summer/early autumn	100%	100%	100%	100%		

- 1) VETERANS outreach to younger veterans, decrease stigma of post-traumatic stress injuries, increase access to benefits, decrease incidents of veteran family domestic violence
- 2) CSEC Maintain current services for victims of human trafficking, increase policies to deter the demand
- 3) YOUTH host interns, encourage mentoring, enhance STEM partnerships
- 4) WORKPLACE WELLNESS Continue the summer Wednesday Walkers series to encourage work site wellness

The Board of County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III,3.10 (3).

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$447,426	\$0	\$460,874	\$0
Materials & Supplies	\$20,515	\$0	\$26,104	\$0
Internal Services	\$72,515	\$0	\$70,613	\$0
Total GF/non-GF	\$540,456	\$0	\$557,591	\$0
Program Total:	\$540	,456	\$557	7,591
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

Commissioner McKeel's office is funded by the County General Fund.

# **Significant Program Changes**

Last Year this program was: 10004 BCC District 4



# Program #10005 - Auditor's Office

4/17/2014

Department:NondepartmentalProgram Contact:Steve MarchProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

The Auditor's Office promotes efficient, effective, equitable and accountable government. Per the County Charter the elected Auditor conducts independent & objective performance audits and special studies of county operations. We examine program performance, outcomes, management processes, and general operations, providing the public and elected officials information to assess the quality, effectiveness and value of county services and opportunities for improvement.

# **Program Summary**

Audit reports and special studies are our primary means to provide internal and external accountability for the County. Our audits supply analyses and recommendations for improvement to county managers and leaders, inform the public about how tax dollars are spent, and ensure that county operations are independently reviewed and held accountable.

Audits & reports released since the start of 2013 include: Financial Condition; Multnomah County Business Income Tax; SAP Identity & Access follow-up; Facilities Project Management; Facilities Deferred Maintenance; Overtime; Good Government Hotline; and, Facilities Inventory Management follow-up. To be released before the end of the FY: Mental Health & Addiction Services budgeting & operation; and, Fleet Fuel Management. Other audits started include: DCHS - Community Services, affordable housing (a special cooperative project with GAO, Oregon Audits Division, & Portland Audit Services); Property Tax assessment and equitably treatment.

Per the County Charter the Auditor appointed and convened a Salary Commission starting in January 2014 to set the salaries for the Chair, Sheriff, Commissioners, and to set the supplement for the District Attorney (the Auditor's salary is set in the Charter at 80% of a judge's salary). Per the County Code the Auditor's Office supports the an Audit Committee that includes citizen members and helps oversee the contract with our external auditors. We also manage a Good Government Hotline to accept reports of fraud, waste or abuse.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of reports issued	7	8	8	8			
Outcome	Recommendation implementation rate - within 5 years	89%	90%	89%	90%			

County Charter 8.10 states, "The auditor shall conduct performance audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted auditing standards. The auditor may also conduct studies intended to improve the performance of county efforts." Government auditing standards outline our practices, including ongoing training and peer reviews; we will be peer reviewed this year. Other Charter duties include the Salary Commission and every ten years redistricting after the census. The County Code establishes the Audit Committee and our work in supporting that function and contract.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,068,433	\$0	\$1,109,718	\$0
Contractual Services	\$150,000	\$0	\$145,000	\$0
Materials & Supplies	\$13,595	\$0	\$9,558	\$0
Internal Services	\$160,998	\$0	\$171,716	\$0
Total GF/non-GF	\$1,393,026	\$0	\$1,435,992	\$0
Program Total:	\$1,39	\$1,393,026		5,992
Program FTE	8.78	0.00	8.78	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

This is a General Fund program.

# Significant Program Changes

Last Year this program was: 10005 Auditor's Office

No significant changes.



# Program #10006 - Tax Supervising and Conservation Commission

4/17/2014

Department:NondepartmentalProgram Contact:Craig GibonsProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

The Tax Supervising and Conservation Commission's 2014-15 program budget is a status-quo budget with the exception of a new line item for \$15,000 for software.

# **Program Summary**

The Commission carries out statutory mandates to oversee budget, debt, and property tax issues of local governments in Multnomah County.

The Commission is responsible for oversight of its 26 member taxing districts in Multnomah County. The member districts account for 90% of the budgeted expenses of local governments in Multnomah County.

The Commission is also statutorily responsible for producing a report, annually, that compiles and analyzes the budgets, property taxes, and debt of all 41 local governments in Multnomah County. The Commission has produced this report every year since 1922.

In addition to its legal mandates (below), the Commission offers training and consulting services to member jurisdictions. Commission staff is active state-wide on budget and property tax issues in both a practitioner role and a legislative advisory role.

The Commission is governed by five volunteer commissioners, appointed by the Governor.

The Commission ensures that violations of local budget law are minimized, especially if the error results in a property tax levy that exceeds authority. Commission staff works closely with the county assessor's office as a double check that property tax levies are requested and calculated accurately.

The Commission considers the citizens to be its primary customers and seeks to make the financial affairs of local governments more transparent and accountable to those citizens.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Provide training and advisory services to member iurisdictions	11	15	15	20	
Outcome	Reduce number of objections and recommendations in certification letters	15	10	18	10	
Output	Public Hearings Conducted	16	15	15	16	

ORS 294.625 (1) The Commission has jurisdiction over all municipal corporations principally located in Multnomah County with populations exceeding 200,000 and are subject to local budget law. (12 Distrcts)

ORS 294.625 (2) The Commission has jurisdiction over all municipal corporations principally located in Multnomah County with populations not exceeding 200,000 that are subject to local budget law and have not formally opted out of TSCC's jurisdiction. (29 Districts of which 15 have opted out)

Jurisdiction includes: holding hearings for large districts; reviewing and certifying all budgets for member districts: and compiling and publishing and annual report including all budget, property tax and indebtedness information by district.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$290,025	\$0	\$276,458	\$0
Contractual Services	\$2,000	\$0	\$500	\$0
Materials & Supplies	\$8,050	\$0	\$33,947	\$0
Internal Services	\$4,613	\$0	\$4,424	\$0
Total GF/non-GF	\$304,688	\$0	\$315,329	\$0
Program Total:	\$304	,688	\$315	,329
Program FTE	2.40	0.00	1.90	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

The Commission has no direct revenue sources. Funding to support the Commission is derived from two sources: Member districts (\$213,000 for FY13-14) and the state's County Assessment Function Funding Assistance (CAFFA) Grant (\$69,700 for FY13-14). The County also provides office space for the Commission (valued at \$25,500 for FY13-14).

Member districts contribute on a pro-rata share per a statutory formula (ORS 294.632). Contributions range from \$250 to \$ \$109,000. Prior to 2009-10 the County was solely responsible for funding the Commission. Statutory changes in 20009-10 distributed costs to all member jurisdictions and has saved the County an average of \$102,000 annually. The contribution from each district is deducted from the district's property tax receipts before they are turned over to the districts. The Assessors Office increases the County's tax receipts by those amounts.

### **Significant Program Changes**

Last Year this program was: 10006 Tax Supervising & Conservation Commission

Budget expenditures have been re-prioritized to provide \$15,000 this year for the purchase of software to automate the Commission's data compilation and analysis functions. The Commission currently uses excel spreadsheets to track, consolidate, and analyze 41 budgets totaling to \$11 billion and all the associated property tax and debt for the jurisdiction. A data base system will be more efficient and expedient and it will broaden the Commissions analysis and reporting capabilities.



# **Program #10007A - Communications Office**

4/17/2014

**Department:** Nondepartmental **Program Contact:** Dave Austin

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 10007B

**Program Characteristics:** 

### **Executive Summary**

The Communications Office is the central distribution voice to and point of information for taxpayers, the public and the news media, communicating what Multnomah County does and how employees work in the community to provide services. The office – using targeted communications strategies – works directly with the Chair's Office, the Board, elected officials, and County staff to promote transparency and demonstrate how effectively local government officials use taxpayer dollars to support all residents.

# **Program Summary**

This office will aggressively and consistently inform the public of stories and events that provide a high level of understanding of what the county does with taxpayer dollars and how local government makes a difference in people's lives. The office will employ a wide range of media - television, newspapers, radio and digital media, as well as direct communications to the public, including appearances and community meetings - to reach a diverse audience and proactively increase the visibility of Multnomah County and the services it provides to all residents. The office will be the lead on ensuring the public that Multnomah County government is efficient, transparent and open to dialogue with its residents. Also, the office will continue to work with the Chief Operating Officer to handle internal advisory communication for the Chair when it comes to critical information, including - but not limited to - county business, labor practices and negotiations, budget strategies and relevant political issues around labor practices, negotiations and other sensitive topics. Top goals include: providing taxpayers, the public and the media with stories and information about critical county programs; responding to public records requests; responding with urgency and immediacy to the public and media inquiries about the county; strongly carrying and promoting the values of the Board of Commissioners, both internally and externally; advising the Chair, the Board, elected officials, and County staff on the best approaches with taxpayers, the public and the media; creating materials that increase the county's visibility; committing to and working with the highest standard of transparency for the sake of the public; and developing new ways to reach out to county residents by inviting them to participate in local government.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Amount of news stories generated by Communications Office in all media TV, print, radio and blogs	250	300	330	375		
Outcome	Number of multi-media videos/projects produced by the office	25	50	53	65		
Output	Increase in the number of Twitter users for the county compared to the previous year	2,531	2,572	3,772	7,372		
Output	Increase in the number of FaceBook followers for the county compared to the previous year	0	280	440	920		

None

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$711,543	\$0	\$844,926	\$0
Contractual Services	\$16,000	\$0	\$26,166	\$0
Materials & Supplies	\$8,550	\$0	\$20,600	\$0
Internal Services	\$104,903	\$0	\$107,160	\$0
Total GF/non-GF	\$840,996	\$0	\$998,852	\$0
Program Total:	\$840,996		\$998	3,852
Program FTE	6.46	0.00	6.50	0.00

Program Revenues					
Other / Miscellaneous	\$0	\$0	\$130,219	\$0	
Total Revenue	\$0	\$0	\$130,219	\$0	

# **Explanation of Revenues**

This is a General Fund program.

# **Significant Program Changes**

Last Year this program was: 10007 Communications Office

None



# Program #10007B - Language Communications Coordinator

4/17/2014

Department:NondepartmentalProgram Contact:Dave AustinProgram Offer Type:Innovative/New ProgramProgram Offer Stage:As Proposed

Related Programs: 10007A

**Program Characteristics:** 

### **Executive Summary**

The Communications Office strives to reflect the diversity of Multnomah County's residents and employees. Core to the office's mission is to promote County programs to all residents. This office receives an increasing number of requests from Spanish, Chinese, Vietnamese and other different language communities each month, but doesn't have capacity to fully engage them as it pertains to communications. We are adding a Language Communications Coordinator to provide better access to information about health care, behavioral health, housing issues and other county services.

### **Program Summary**

The Language Communications Coordinator will coordinate with County departments to improve communication between the county and its growing communities that have limited English proficiency. The coordinator will focus first on making inroads to the Latino/Hispanic community, which makes up 10.9 percent of the County's population. Using advanced language skills, the coordinator will help make better connections within these communities about County services. The coordinator will make important contacts within the Chinese, Vietnamese, Laotian, Russian and other communities where language creates a barrier between residents and the County. The idea would be that the coordinator, working with the departments and County staff, will increase access to important services. This initiative is part of the ongoing County equity work and complements the initiatives coming out of the Chair's Office on reaching underserved communities.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of contacts with communities that lack proficiency in English language	-	-	-	50-100		
Outcome	Number of coordination meetings between County departments and those communities	-	-	-	30		

None

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$118,316	\$0
Materials & Supplies	\$0	\$0	\$3,939	\$0
Internal Services	\$0	\$0	\$3,800	\$0
Total GF/non-GF	\$0	\$0	\$126,055	\$0
Program Total:	\$0		\$126	5,055
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

This is a General Fund program.

# **Significant Program Changes**

# Last Year this program was:

This is a new program for FY 2015.



# Program #10008 - County Attorney's Office

4/17/2014

**Department:** Nondepartmental **Program Contact:** Jenny Madkour

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The mission of the Office of County Attorney is to provide the highest quality and cost effective legal advice and representation. The Office reviews and advises on the legal aspects of County government operation, defends claims against the County and its employees, and assists with Federal, State, and County legal requirements. The County Attorney collaborates with risk management, provides legal training and strives to provide clients with appropriate advice before legal issues become legal problems.

# **Program Summary**

The Office of County Attorney prepares and reviews legal documents including contracts, Ordinances, Resolutions, Board Orders, Executive Rules, Administrative Procedures, and others. It provides legal advice and counsel to the Board of County Commissioners, the Chair, the Sheriff, the Auditor, the District Attorney, County Departments, Offices, Advisory Boards, Districts, Commissions and Committees. It prepares formal written opinions deemed necessary by the County Attorney regarding significant interpretations of federal and state laws, the Charter, County Code and other legal requirements. The Office controls and supervises all civil actions and legal proceedings where the County is a party or has a legal interest. The Office represents and defends any legal action, matter or proceeding in any court or tribunal and as requested by the Board.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Attorney Direct Service Hours	21.432	19,000	20,000	20,000			
Outcome	Percentage of attorney time dedicated to direct client services	89%	90%	89%	90%			
Input	Number of tort claims received	291	140	160	160			

# **Performance Measures Descriptions**

The number of attorney direct service hours represents attorney time dedicated to litigation, legal consultation, legal document preparation and review, and client training. Direct service hours exclude time spent on professional development and administrative tasks. A tort claim is a notice of intent to bring a lawsuit for damages against the County or its employees. Upward and downward trends in these claims indicates future workload and is used for risk management.

Multnomah County Code Chapter 25 established the Office of County Attorney and charges the County Attorney to be the Chief Legal Officer of the County.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$3,413,100	\$0	\$3,513,505
Contractual Services	\$0	\$30,000	\$0	\$30,000
Materials & Supplies	\$0	\$119,500	\$0	\$114,764
Internal Services	\$0	\$530,135	\$0	\$543,693
Total GF/non-GF	\$0	\$4,092,735	\$0	\$4,201,962
Program Total:	\$4,092,735		\$4,20	1,962
Program FTE	0.00	23.00	0.00	22.80

Program Revenues				
Other / Miscellaneous	\$0	\$4,092,735	\$0	\$4,201,962
Total Revenue	\$0	\$4,092,735	\$0	\$4,201,962

# **Explanation of Revenues**

Funding for the Office of County Attorney is generated through a portion of the liability insurance rate on County payroll expenses.

# Significant Program Changes

Last Year this program was: 10008 County Attorney's Office

No significant changes.



### Program #10009A - Local Public Safety Coordinating Council

4/17/2014

**Department:** Nondepartmental **Program Contact:** Abbey Stamp

**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

The central purpose of Multnomah County's Local Public Safety Coordinating Council (LPSCC) is to coordinate the public safety plans, policies, operations and strategies of local government agencies to improve the local public safety system's cost-effectiveness and responsiveness to the needs of the community. Since 1995, LPSCC has convened leaders from local governments; public safety, social service and education agencies; private service providers and local communities throughout the County to collaborate on and improve public safety system outcomes.

# **Program Summary**

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560). To carry out this mission, LPSCC's Executive Committee meets monthly to share information, identify issues and problems affecting public safety and oversee development of new plans, policies, and strategies. The Executive Committee is co-chaired by Multnomah County District 3 Commissioner Judy Shiprack and City of Portland Mayor Charlie Hales.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety system, (b) coordinated policies to improve that system and (c) evidence-based strategies that address issues important to community safety. The Council directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system. It also oversees the operation of Decision Support System-Justice (DSS-J), the County's public safety data warehouse, which is a repository for all public safety related data.

LPSCC also directs the work of several subcommittees and smaller work groups that focus on key issues within the public safety system, such as youth and gang violence prevention, coordination between the public safety and mental health systems, decreasing Disproportionate Minority Contact and implementing House Bill 3194 (2013).

In its FY 2010 adopted budget, Multnomah County's Board of Commissioners formally transferred responsibility for the administration of DSS-J to the County's Local Public Safety Coordinating Council (LPSCC), which agreed to oversee the development and maintenance of DSS-J and ensure data accuracy and security through a Policy Committee.

In FY 2015, LPSCC will fund the following staff: a full-time Executive Director, who directs and coordinates inter-agency public safety policy discussions; a full-time Public Safety System Analyst, who examines cross-agency data and relevant policies to identify improvements to the public safety system, a full-time Executive Assistant, who provides organizational and communications support, and a full-time Limited Duration Assignment Project Manager who manages implementation of HB 3194.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of LPSCC Executive Committee Meetings	10	10	10	10		
Outcome	Percentage of Executive Committee Members satisfied with the results/outcomes of meeting	85	85	85	85		
Output	New measure: Number of LPSCC subcommittee and workgroup meetings	-	-	81	93		

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities (ORS 423.560). As part of House bill 3194, beginning on July 1, 2015, counties will apply for justice reinvestment grant funds. The State Criminal Justice Commission, which is overseeing statewide implementation of House Bill 3194, stated these applications "must be submitted by a local public safety coordinating council."

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$394,220	\$0	\$441,116
Contractual Services	\$0	\$5,000	\$0	\$38,690
Materials & Supplies	\$0	\$17,568	\$0	\$53,365
Internal Services	\$531,315	\$140,687	\$543,376	\$41,891
Total GF/non-GF	\$531,315	\$557,475	\$543,376	\$575,062
Program Total: \$1,088,790		\$1,11	8,438	
Program FTE	0.00	3.20	0.00	3.00

Program Revenues					
Intergovernmental	\$0	\$557,475	\$0	\$552,062	
Beginning Working Capital	\$0	\$0	\$0	\$23,000	
Total Revenue	\$0	\$557,475	\$0	\$575,062	

# **Explanation of Revenues**

LPSCC is funded by the State Department of Corrections through SB 1145 at \$425,171. One position, the limited duration Project Manager, is funded through HB 3194 at \$126,891. LPSCC will also receive \$5,000 to provide research support for a grant administered by the District Attorney's Office.

DSS-Justice is a General Fund program.

### Significant Program Changes

Last Year this program was: 10009 Local Public Safety Coordinating Council



# Program #10009B - DSS-Justice Funding

4/17/2014

Department:NondepartmentalProgram Contact:Abbey StampProgram Offer Type:Program Alternative/ReconstructionProgram Offer Stage:As Proposed

Related Programs:

Program Characteristics: One-Time-Only Request

# **Executive Summary**

This program offer requests General Fund support to fully fund Decision Support System-Justice (DSS-J), a multijurisdictional public safety system database used by many local governments in Multnomah County.

# **Program Summary**

DSS-Justice provides data and reporting on the local public safety system across jurisdictions, using data from Multnomah County, the circuit courts, and municipal governments. The database is operated and maintained by the Department of County Assets' Information Technology organization, and its business owner is the Local Public Safety Coordinating Council (LPSCC).

For the past several years, LPSCC has provided financial support for DSS-Justice with grant dollars, which will be fully spent at the end of FY 2014. This one-time General Fund request will fund the database through FY 2015, during which time LPSCC and the County can evaluate its ongoing value and operating cost.

DSS-J is the only local database that allows for analysis of multi-jurisdictional data. The analyses helps elected officials, public safety leaders, and LPSCC make evidenced-based policy decisions, perform quality assurance and monitor utilization of the public safety system and related services.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome		0	0	0	0	

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Internal Services	\$0	\$0	\$205,336	\$0
Total GF/non-GF	\$0	\$0	\$205,336	\$0
Program Total:	\$0		\$205	,336
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

This is a General Fund request.

# Significant Program Changes

Last Year this program was:



# Program #10010 - Citizen Involvement Committee

4/17/2014

Department: Nondepartmental Program Contact: Kathleen Todd

**Program Offer Type:** Existing Operating Program **Program Offer Stage:** As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

A community of involved citizens is fundamental to building trust and accountability in Multnomah County governance. This offer provides the resources for the Citizen Involvement Committee (CIC), through its Office of Citizen Involvement (OCI), to energetically pursue this goal.

# **Program Summary**

The CIC maintains a publicly-accessible office providing a clearinghouse for information about and entry into a bevy of county citizen opportunities. The CIC provides ongoing independent assessment of citizen participation opportunities; identifies and works to remove barriers to participation through live forums, Departmental Reviews, and Diversity Outreach trainings; advocates in partnership with other governmental and non-governmental organizations for citizen involvement in policy and decision-making; coordinates independent Citizen Budget Advisory Committees (CBACs); implements the citizen-driven Dedicated Fund Review; educates the public about the county and recruits new volunteers during its Education and Recruitment Campaign; and recognizes the dedication of county's volunteers by hosting the annual Volunteer Awards Ceremony for all county departments. The CIC and OCI provide direct citizen voice into program development and direction early in decision-making processes and convey citizen input to officials and departments through reports, recommendations, and meetings. This maximizes the value of citizen input, giving citizens a greater sense of ownership in the process.

This offer supports county accountability strategies in multiple ways by:1) Fostering and supporting actively engaged communities of citizens working with the county; 2) Enhancing the public's awareness of county operations and providing venues for citizen contribution to program development and direction, including live forums and online surveys; 3) Focusing efforts on seeking out and engaging underrepresented communities, including maintaining a Spanish-language version of the CIC website; 4) Providing citizens a single entry point for involvement information; 5) Regularly updating its websites, database & publications with current volunteer opportunities; and 6) Creating consistent protocol for citizen involvement activities. This offer ensures the resources necessary to: maintain a centralized and current database of volunteers and interested citizens; maintain an up-to-date bilingual website describing county services and listing opportunities to be engaged with decision-making; create consistent expectations and processes for citizen involvement activities; expand training and support of county volunteers and staff; and increase community outreach, especially to underrepresented communities who do not normally participate in county government, through online and real-time opportunities.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Database of volunteers is current and available at all times	100%	100%	98%	95%	
Outcome	Percentage of participants in activities who felt time was well spent	95%	90%	98%	90%	
Output	Outreach & recruitment events attended	-	-	-	10	
Output	New citizen involvement opportunities are publicized within 3 working days	98%	90%	95%	90%	

### **Performance Measures Descriptions**

The performance measures for this program offer essential measurements of efforts to notify and educate the public about the county and citizen involvement opportunities. OCI's enhanced use of our webpages, social media accounts, online volunteer database, and live recruitment in the community increases the public's knowledge of and likely participation with county citizen involvement opportunities.

Chapter Re: Chapter 3.75 Multnomah County Home Rule Charter; Resolution 8-86, Resolution 95-245, Multnomah County Code 2.30.640; 3.30-3.306 1. The County Charter states that the commission "shall appropriate sufficient funds for the operation of the office and the committee".

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$177,345	\$0	\$183,169	\$0
Contractual Services	\$0	\$0	\$1,500	\$0
Materials & Supplies	\$10,851	\$0	\$8,251	\$0
Internal Services	\$41,785	\$0	\$45,119	\$0
Total GF/non-GF	\$229,981	\$0	\$238,039	\$0
Program Total:	\$229,981		\$238	3,039
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

This is a General Fund program.

### Significant Program Changes

Last Year this program was: 10010 Citizen Involvement Committee

No significant changes as the CIC, through the Office of Citizen Involvement, continues to be engaged in pro-active work with county officers, county employees and the larger community to enhance the understanding and acceptance of the value of active citizen participation in county governance. This has been and remains the core mission of CIC. Activities such as live topical forums, online surveys, the Spanish website, Education and Recruitment Campaign, a sub committee focused on outreach and diversity issues, and the development of additional resources for advisory committee staff have expanded CIC partnerships throughout the county community.



# Program #10011 - Office of the Board Clerk

4/17/2014

Department:NondepartmentalProgram Contact:Lynda GrowProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

# **Executive Summary**

The Office of the Board accounts for all functions and expenditures necessary for efficient operation of the Board of County Commissioners, who work on behalf of citizens individually and as members of the Board. The Office of the Board supports the Board as a body by providing those things necessary for the Board to function effectively and collectively and provide information on items brought before the Board and public.

# **Program Summary**

The Office of the Board manages all Board meetings, agendas, records, indices and schedules. It maintains and disseminates information pertaining to adopted resolutions, orders, ordinances and proclamations.

Board Clerks act to maintain the integrity of all Multnomah County processes and procedures pertaining to the Board of County Commissioners. They uphold the Board of Commissioners' Vision and support its Mission in their work.

Board Clerks serve as parliamentarians at all meetings, take minutes, prepare meeting records and notices and provide internal and external customer service, information and referral. They perform responsible clerical and research work associated with the proceedings of the meetings, the Board's actions and records; provide information on upcoming board items, post public notices, provide information and referral to the public; and, schedule meetings space and equipment.

Board Clerks are responsible for notifying internal and external customers of scheduled meetings and cancellations; processing, posting and distributing all agenda submissions and official documents that result from board action and directives of those documents and ensure ease of access for future internal and external inquiries. Board clerks provide members of the public with agendas, notices of public hearings, and access to public records. They provide custody of the records, books and documents of the Board and protect and preserve the official County records both electronically and on paper for perpetuity.

The Office pays for the County's memberships in advocacy organizations including the National Association of Counties, Association of Oregon Counties and Leader's Round Table.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of Board Meetings Scheduled	90	104	100	110		
Outcome	Number of Board Meetings Held	90	100	90	100		

### **Performance Measures Descriptions**

Regular board meetings are held on Thursdays throughout the year. The Board meetings in Board Briefings and Executive Sessions on Tuesdays. Public Hearings, Budget Work Sessions and Special Meetings are scheduled as needed. Each of these meetings is individually convened and adjourned.

Commissioners affirm to support the Constitutions of the United States, the State of Oregon, the Multnomah County Home Rule Charter, and Multnomah County Laws. The Board adopts and publishes rules for the conduct of Board meetings, they serve as the governing body for Dunthorpe-Riverdale Sanitary and Service District No. 1; Mid-County Street Lighting Service District No. 14; sit as the Coutny Budget Committee; The Hospital Facilities Authority; Public Contract Review Board:

Multnomah County Board of Health and Multnomah County Library District Board.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$223,807	\$0	\$222,687	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$241,359	\$0	\$228,638	\$0
Internal Services	\$417,973	\$0	\$453,395	\$0
Total GF/non-GF	\$888,139	\$0	\$909,720	\$0
Program Total:	\$888,139		\$909	),720
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

This is a General Fund program.

### Significant Program Changes

Last Year this program was: 10011 Office of the Board Clerk

No significant changes.



# Program #10012A - Office of Emergency Management

4/17/2014

**Department:** Nondepartmental **Program Contact:** Joe Rizzi

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

Emergency Management coordinates disaster preparedness activity in Multnomah County. This includes planning, training, exercise and equipment procurement for County staff and some departments as well as coordination with cities, special districts and non-governmental organizations. By developing relationships with community partners, Emergency Management bolsters citizen preparedness community resilience.

# **Program Summary**

This is the core Multnomah County Office of Emergency Management (MCEM) Program offer. Program focus includes: 1) County general and departmental preparedness; 2) Intergovernmental preparedness; and 3) Citizen and community preparedness and resilience. This work is done with strategic and policy guidance from the Operations Council. MCEM also receives input from local jurisdictions, districts and agencies engaged in emergency planning.

MCEM understands that a resilient community can potentially reduce the burden on limited emergency response capacity in a severe emergency. For that reason, MCEM works with businesses, non-governmental organizations, faith based groups, volunteer organizations and directly with community members to encourage disaster resilience and create a coordinated response to disasters.

MCEM contributes to Climate Action Plan Objectives 17-1 to assess climate-related vulnerabilities, strengths and resiliency; and 17-5 to collaborate with Metro and state agencies to update hazard mapping and inventories.

During an emergency, MCEM activates and manages the County Emergency Coordination Center (ECC) which is staffed by employees from various County departments to provide a single location where strategic direction, response coordination and resource support for incident response is carried out.

Overall program activity is informed by the Emergency Management Performance Grant work agreement, which includes staff training plans, a rigorous disaster exercise schedule, disaster plan management and coordination with volunteer, state and federal partners.

In an disaster, Emergency Management functions as the state-mandated conduit for obtaining state and federal resources to support local emergency response for the County, cities and districts, and coordinates emergency and disaster declarations.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Annual exercise performance objectives successfully tested.	100%	100%	100%	100%			
Outcome	Oregon Emergency Management requirements met for annual performance grant.	100%	100%	100%	100%			

ORS 401 requires Multnomah County to develop and maintain an effective emergency management program and Multnomah County Ordinance 1138 establishes the County's Office of Emergency Management. ORS 401 requires resource requests and emergency/disaster declarations be submitted by the County Emergency Management Director to the Director of Oregon Emergency Management.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$541,379	\$622,307	\$469,064	\$411,430
Contractual Services	\$21,455	\$1,011,161	\$30,000	\$0
Materials & Supplies	\$72,504	\$76,105	\$124,579	\$30,000
Internal Services	\$471,413	\$0	\$400,109	\$0
Capital Outlay	\$0	\$0	\$4,000	\$0
Total GF/non-GF	\$1,106,751	\$1,709,573	\$1,027,752	\$441,430
Program Total:	\$2,816,324		\$1,46	9,182
Program FTE	4.50	5.50	3.50	3.50

Program Revenues				
Intergovernmental	\$0	\$1,709,573	\$0	\$441,430
Total Revenue	\$0	\$1,709,573	\$0	\$441,430

# **Explanation of Revenues**

In addition to General Fund, MCEM also receives Emergency Management Performance Grant monies which provide a 50% match to eligible program costs paid for by the County general fund up to approximately \$400,000 for FFY 14. MCEM also applies for and receives State Homeland Security Grant Program funds on behalf of the County and to pass through to other jurisdictions with the County. Additionally, MCEM applies for and receives FEMA Flood Hazard Mitigation Plan funding. Urban Area Security Initiative (UASI) funds, which are primarily for regional planning staff and related planning costs, have sunset and are not budgeted for FY 2015. The County's UASI grant paid for 2.0 FTE to coordinate these activities, which have ended as of June 30, 2014.

### **Significant Program Changes**

Last Year this program was: 10012A Office of Emergency Management

The Emergency Kits (reference OTO program offer #10013-15) will need to be maintained at a cost of \$11,000 per year. This money will be used to replace items as they reach their expiration date to keep the kits current and in a condition that county employees can use if/when an incident requires.



# Program #10012B - EM - Vulnerable Populations Specialist

4/17/2014

**Department:** Nondepartmental **Program Contact:** Joe Rizzi

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

# **Executive Summary**

This program offer will build on a regional vulnerable populations emergency planning framework to integrate the needs of populations with physical, sensory, mental health, cognitive or developmental conditions into the County's disaster planning. The project funded by this offer will tie vulnerable population needs into the County Emergency Operations Plan, and include building mapped information into Emergency Management's web-based mapping tool used for planning and response coordination.

# **Program Summary**

A Regional Vulnerable Populations Emergency Annex was developed in 2010 to assist counties in our region in understanding the functional needs of individuals in an emergency. This document provides a framework for integrating vulnerable populations into the County's disaster planning. These individuals can be challenged by rapid onset events, isolating events, power failure or large-scale and prolonged events. Issues such as appropriate alert and notification, transportation, evacuation, shelter requirements, durable medical needs and behavioral health issues in shelter populations will be addressed by this offer.

Using the framework document and subsequent analysis based on RAND Institute and National Council on Disability reports, this offer will fund a project to build vulnerable population needs into the current County Emergency Operations Plan (EOP). The project will work with departments including Department of County Human Services and Health as well as community stakeholders to integrate departmental planning with the EOP.

Additionally the project will work with IT/GIS to facilitate the use of geo-coded information including demographics, service sites, and transportation routes into planning and response tools. Requirements for a vulnerable populations registry that would more readily integrate with alert and notification systems and 911 call/data system will be identified.

Performance Measures									
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer				
Output	Documented planning sessions with stakeholders	0	24	22	24				
Outcome	Vulnerable Populations plans reviewed or enhanced	0	12	12	12				

# **Performance Measures Descriptions**

Output: Measure documents processes, data and agreements used to inform written planning annexes.

Outcome: EOP annexes provide guidance to Departments, agencies and emergency coordinators who are activated in a disaster situation.

The Older Americans Act requires emergency/disaster preparedness planning for older adults in Multnomah County.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$101,971	\$0
Materials & Supplies	\$0	\$0	\$6,000	\$0
Total GF/non-GF	\$0	\$0	\$107,971	\$0
Program Total:	\$0		\$107,971	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues						
Total Revenue	\$0	\$0	\$0	\$0		

# **Explanation of Revenues**

This is a General fund program.

# **Significant Program Changes**

Last Year this program was: 10015 Office of Emergency Management - Vulnerable

No significant changes. For the past three fiscal years, this program has been funded with one-time General Fund dollars.



#### Program #10013 - Emergency Management Kits

4/17/2014

**Department:** Nondepartmental **Program Contact:** Joe Rizzi

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

## **Executive Summary**

This program offer would provide one-time funding for Multnomah County's Emergency Management program to purchase emergency kits for all County employees to keep in their work spaces. In the event of an emergency, all employees would be sure to have basic survival gear available to them.

#### **Program Summary**

Multnomah County Emergency Management (MCEM) coordinates disaster preparedness activity in Multnomah County. It is often impossible to determine when a disaster will occur, and since county employees may be in the work place when a disaster occurs, MCEM will provide emergency kits for employees to keep in their work spaces to use in case of an emergency. MCEM will purchase the items for 5,500 emergency kits. Based on comparison research, MCEM determined that the "Grab and Glow Safety Kit" fits the needs of county employees with the best price (\$12.95 per kit). Unit Price of  $$12.95 \times 5500 = $71,225$ . The kits will be purchased with the funds requested in this program offer and maintained at a minimal cost using ongoing funding, which is included as an ongoing cost in program offer #10012-15. Kit contents are listed below.

Each Grab and Glow Safety Kit in a drawstring bag includes:

- 1 (one) drawstring bag reflective Red Blank
- 1 (one) N95 Niosh Respirator/Dust Mask Folded/Wrapped
- 1 (one) metal whistle
- 10 (ten) water pouches 4.227 oz.
- 1 (one) personal pouch first aid kit
- 1 (one) light stick green 12 hour
- 1 (one) SOS Ration IMO 2400 Kcal
- 1 (one) par of large disposable nitrile gloves
- 1 (one) emergency poncho
- 1 (one) emergency survival blanket 84" x 52"

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Emergency Kits purchased for Multnomah County employees.	-	-	-	5,500		
Outcome	Emergency Kits provided to Multnomah County employees.	-	-	-	5,500		

None.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$0	\$71,225	\$0
Total GF/non-GF	\$0	\$0	\$71,225	\$0
Program Total:	\$0		\$71	225
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

One-time General Fund request.

# Significant Program Changes

Last Year this program was:

This is a new OTO program offer.



#### Program #10016 - Government Relations Office

4/17/2014

**Department:** Nondepartmental **Program Contact:** Nancy Bennett

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The Office of Government Relations represents the Board of Commissioners and county departments before the United State Congress, the Oregon Legislature and local governing bodies to advance Multnomah County's annual state and federal legislative agenda. This function is vital in protecting the interests of Multnomah County.

#### **Program Summary**

The Office of Government Relations is managed by two Co-Directors of Government Relations. They are responsible for managing the federal and state legislative agenda set by the Board of Commissioners. The Co-Directors serve as the state lobbyists for the county, manage budget and compliance issues, manage the federal government relations contract, lead stakeholder and coalition meetings and provide regular updates to the Board of Commissioners, departments and other staff. The office also includes two additional positions --- a Policy Manager who is responsible for tracking state and federal legislation and managing a bill tracking service, working with county department staff on legislative coordination, and providing analysis on key policy issues; and a Senior Grants Coordinator who is responsible for tracking grants across departments and providing technical assistance on applications.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Develop and pass a comprehensive state and federal agenda	1	1	1	1		
Outcome	Provide an annual report that details bill outcomes and progress on county priorities	0	1	1	1		

#### **Performance Measures Descriptions**

The Office of Government Relations will focus on the following performance measures: 1) produce a comprehensive state and federal legislative agenda that is consistent with the county's budget and policy priorities and produce an annual report on state and federal legislative outcomes; and 2) Support state and federal legislation that protects local authority.

All government relations activities shall be consistent with federal laws and policies, State of Oregon statutes, the Multnomah County Home Rule Charter and Multnomah County Laws.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$570,906	\$0	\$591,342	\$0
Contractual Services	\$100,000	\$0	\$110,000	\$0
Materials & Supplies	\$15,907	\$0	\$14,500	\$0
Internal Services	\$31,424	\$0	\$40,467	\$0
Total GF/non-GF	\$718,237	\$0	\$756,309	\$0
Program Total:	\$718,237		\$756,309	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

This is a General Fund Program.

## **Significant Program Changes**

Last Year this program was: 10016 Government Relations Office

No significant changes.



## Program #10017A - Office of Diversity and Equity

4/17/2014

Department: Nondepartmental Program Contact: Kalissa Canyon-Scopes

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Office of Diversity and Equity (ODE) is a team of professional resource experts and a partner in making the county a better place to live and work for everyone by providing programming and tangible resources, expertise, best and promising practices, technical support, data and data analysis.

#### **Program Summary**

ODE provides leadership and resources for advancing organizational equity and inclusion change efforts that support the business of the county.

ODE works with and within departments to lead, support or complement equity and social justice work throughout the County. Projects and resources include: Equity Council, Employee Resource Groups, AA/EEO Compliance, Workforce Equity with Department Action Plans, Dignity& Respect campaign activities and 100 D&R Change Agents, Data visualization technical assistance and training, Equity and Empowerment Lens technical assistance, Lunch and Learns, ad hoc brown bags, interactive actionable workforce data and analysis for Department Directors and HR Managers, and resources from local, regional and national networks. ODE is a Governing for Racial Equity conference host and planning partner for the Governing for Racial Equity Network NW Public Employee Diversity Conference.

This offer funds one FTE for the ongoing rollout of the Equity and Empowerment Lens with a Racial Justice focus .20 support for the College to County mentorship program, the staffing and County contributions to the Public Employee Diversity Conference and the Governing for Regional Equity Network, fiscal and project oversight and budgets for 10 Employee Resource Groups, staffing for the Equity Council and the Dignity & Respect Campaign and 100 Change Agents, and ongoing AA/EEO certification requirements.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# Employee Resource Groups	6	7	8	10	
Outcome	NW Public Employee Diversity and Governing for Racial Equity conference planning participants	1	2	2	2	
Outcome	# Unique Data Dashboards	3	6	10	15	
Output	Department Workforce Equity Action Plans	0	0	0	7	

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$782,043	\$0	\$684,969	\$0
Contractual Services	\$22,000	\$0	\$28,000	\$0
Materials & Supplies	\$42,884	\$0	\$57,000	\$0
Internal Services	\$69,366	\$0	\$52,678	\$0
Total GF/non-GF	\$916,293	\$0	\$822,647	\$0
Program Total:	\$916,293		\$822	2,647
Program FTE	7.00	0.00	5.40	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

General Fund

# **Significant Program Changes**

Last Year this program was: 10017A Office of Diversity & Equity

was 10017A and 10017B and 10017C last year



## Program #10018A - Office of Sustainability

4/17/2014

**Department:** Nondepartmental **Program Contact:** Kim Powe

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The Office of Sustainability uses sustainability principles and practices to further the mission of the County, by considering the impacts on our most vulnerable residents first and supporting the County in improving our economic efficiency and addressing local environmental inequities.

#### **Program Summary**

Given the fact that Multnomah County is first and foremost a service organization addressing the needs of the region's most vulnerable residents, the Office of Sustainability seeks to support Multnomah County's continuing ability to provide critical services to residents by (1) creating an organizational culture that promotes and celebrates innovation in addressing disparities in the environment that contribute to the root causes of residents seeking our services such as toxins, heat island effects, and lack of access to healthy food, and reducing that need, (2) supporting departments in developing and implementing strategies to address these root causes through policy, program design and implementation, and strategic partnerships, (3) supporting operational efficiency to reduce costs and/or improve outcomes, and (4) developing shared metrics that account for both the quantitative and qualitative benefits of operating sustainably.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Servings of fresh appropriate produce donated	-	-	-	50,000		
Outcome	% increase in participant diversity in programs over FY13	-	-	5%	20%		
Output	County programs on which the Office is asked to provide strategic support	-	-	10	15		

## **Performance Measures Descriptions**

Output: Donation of healthy, culturally appropriate food from the CROPS program, as identified by our community partners Outcome: The work of the Office is to advance the quality of life for the entire community by addressing environmental ills Output: The Office of Sustainability is an enterprise wide office that exists to support the work of the County by directly supporting the work of departments. This is accomplished by supporting the programs and projects of departments with expertise, resources and connections to strategic partners.

None.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$516,116	\$0	\$482,823	\$18,000
Contractual Services	\$0	\$15,000	\$22,500	\$7,000
Materials & Supplies	\$7,800	\$29,568	\$19,940	\$8,000
Internal Services	\$70,420	\$432	\$65,738	\$0
Total GF/non-GF	\$594,336	\$45,000	\$591,001	\$33,000
Program Total:	\$639,336		\$624	,001
Program FTE	5.00	0.00	4.40	0.00

Program Revenues						
Intergovernmental	\$0	\$45,000	\$0	\$0		
Beginning Working Capital	\$0	\$0	\$0	\$33,000		
Total Revenue	\$0	\$45,000	\$0	\$33,000		

# **Explanation of Revenues**

This is a General Fund program.

# **Significant Program Changes**

Last Year this program was: 10018A Office of Sustainability

Restructuring of program activities resulted in the reduction of 1.0 FTE for FY 2015.



#### Program #10018B - Office of Sustainability - Summit/Intertwine

4/17/2014

Department:NondepartmentalProgram Contact:Kim PoweProgram Offer Type:Program Alternative/ReconstructionProgram Offer Stage:As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

The Food Justice Summit is an annual event that brings together food and nutrition stakeholders to advance the year Food Action Plan with a shared vision and shared goals.

The Intertwine Alliance is a coalition dedicated to promoting equity and access to open spaces and healthy living throughout our region.

#### **Program Summary**

At the first Multnomah Food Summit in FY 2011 we imagined what we could accomplish by working together. From that beginning, our community created a 15-year Food Action Plan with a shared vision and shared goals. At the FY 2012 Multnomah Food Summit, our community focused on turning shared goals into action. At the FY 2013 Multnomah Food Summit, we focused on Growing Food Justice by cultivating a shared and broad understanding of how we are all affected by a food system that contributes to crises such as chronic health conditions, food insecurity and hunger, climate change and environmental degradation, economic injustice, loss of farmland and undermining of the local economy.

The FY 2014 Food Justice Summit convened our community to revisit where we've been, evaluate the new and changing landscape, and make adjustments to the course that we set in FY 2011. It had 3 main goals: exploring "food justice", convening and networking, and driving action. We will open our Summit by laying a foundation of what food justice means to our community. Throughout the day we brought together food justice leaders and advocates, food systems businesses and stakeholders to share information, deepen connections and define/refine what we mean by food justice. In the coming year's Summit we hope to build upon the updated foundation we created in FY 2014.

The Intertwine Alliance is a coalition of private firms, public agencies and nonprofit organizations working together to tap new sources of funding, better leverage existing investments, and more fully engage residents with the outdoors and nature. Participation will augment the county's mission, vision and values of sustainability, equity to open spaces and healthy eating, active living.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	% New presenters at the Food Justice Summit	-	-	61%	50%		
Outcome	New equity focused projects at the Intertwine	-	-	-	3		

#### **Performance Measures Descriptions**

Output: The Food Justice Summit seeks to expand the reach and value of the Summit, having new presenters illustrates interest and value in the event.

Outcomes: The County serves all residents, increase in equity activities benefit our clients

None.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$5,500	\$0
Materials & Supplies	\$0	\$0	\$28,000	\$0
Total GF/non-GF	\$0	\$0	\$33,500	\$0
Program Total:	\$0		\$33	,500
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# **Significant Program Changes**

## Last Year this program was:

Last year this was part of the Office of Sustainability's, Commissioner Shiprack's and the Health Department's program offers.



#### Program #10020 - Regional Arts & Culture Council

4/17/2014

Department:NondepartmentalProgram Contact:Julie Neburka

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The Regional Arts & Culture Council (RACC) provides contract services to Multnomah County and its residents. Formerly a county bureau (the Metropolitan Arts Commission), RACC became an independent 501(c)(3) organization in 1995 in order to leverage support from other regional government partners and private donors, ultimately investing much more in arts and culture than the County alone can afford. These investments create vibrant neighborhoods, enhance our children's education, and fuel the creative economy with measurable economic benefits for Multnomah County.

#### **Program Summary**

RACC plays a vital role in the county's economic and community development efforts. Specifically, RACC provides services in five key areas: (1) Through Advocacy, RACC helps build support and resource for arts and culture. (2) RACC Grants provide artists and arts organizations with the base financial support they need to continue serving our community. (3) RACC's nationally acclaimed Public Art program, including the Multnomah County 2% for Art Ordinance, integrates a wide range of art into public spaces. (4) RACC provides other Community Services including workshops for artists, consulting for arts organizations, and a variety of printed and electronic resources; and (5) RACC is developing comprehensive Arts Education solutions for our community.

Arts and culture activities add measurable value to our region's economy and to our quality of life. Artists and arts organizations bring residents together for shared cultural experiences that stimulate creativity which in turn supports more innovative businesses and a richer educational experience for our children. A vibrant arts community serves as a magnet for young creatives, and Multnomah County's investment in the arts contributes to the competitive advantage we have over other regions in the country that are all competing to attract sustainable businesses and a creative, well-educated workforce. Multnomah County is home to a vast majority of the region's artists and arts and culture organizations, which together generate more than \$253.5 million for the local economy, and \$21 million for state and local coffers, every year.

Proposed program allocations for FY15 County dollars include allotments to the following RACC programs: Advocacy and Development; Grants, \$103,146; Community Services; Arts Education, and Management/General, which covers expanded outreach to communities of color and geographically underserved communities.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Multnomah County dollars invested in arts & culture	161,748	163,733	163,733	\$167,008			
Outcome	Multnomah County children engaged in creative learning of standard curricula	5,609	6,500	6,500	6,500			

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$163,733	\$0	\$167,008	\$0
Total GF/non-GF	\$163,733	\$0	\$167,008	\$0
Program Total:	\$163,733		\$167	7,008
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$41,923	\$0	\$0	\$0
Total Revenue	\$41,923	\$0	\$0	\$0

## **Explanation of Revenues**

This is a General Fund program.

## **Significant Program Changes**

Last Year this program was: 10020 Regional Arts & Culture Council

LAST YEAR'S RESULTS, AND EXPECTED RESULTS THIS YEAR:

ADVOCACY AND DEVELOPMENT. County dollars help RACC build more support from both the public and private sectors. The county's contribution last year to Work for Art's matching challenge fund leveraged more than \$475,000 through workplace giving and other contributions from the private sector – money that gets re-invested in a wide variety of arts organizations in our community.



#### Program #10021 - State Mandated Expenses

4/17/2014

**Department:** Nondepartmental **Program Contact:** Michael Crank

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program offer accounts for Facilities charges for the State Courts and for the Tax Supervising & Conservation Commission. It also accounts for debt service on the new East County Courthouse, for pass-through payments to the Multnomah Law Library, and for maintaining the never-opened Wapato Jail.

#### **Program Summary**

ORS 1.185 requires that counties provide court space for the operation of the state circuit courts. Multnomah County operates courts at the downtown Courthouse, the Multnomah County Justice Center, the Donald E. Long Juvenile Justice Center, and at the new East County Courthouse, opened in FY 2013. County-provided courtroom space is a key resource in the County's criminal justice system. Multnomah County courts' central locations allow easy access to the court system, provide visibility to the community of the public safety system at work, and allow the justice system to hold offenders accountable.

The County's Facilities Division is responsible for operating and maintaining County courtrooms, and for maintaining the Wapato Jail facility. The Facilities Division provides services ranging from planning, construction, and building operations and maintenance to cleaning the buildings and maintaining the grounds for courtrooms located in Multnomah County's owned and leased facilities. Facilities maintains the grounds, interior, and exterior of the Wapato Jail, and incurs costs for this maintenance and for utilities in order to minimize deterioration of the building.

The 2011 Legislature passed several bills that changed the way court fees are allocated among local programs. One local program, the Multnomah Law Library, is a recipient of an allocation of fees through Multnomah County to the Law Library. FY 2015 is the fourth year of this pass-through payment of about \$995,000 annually.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	All customer service requests are begun within 10 days of receipt	92%	95%	95%	95%		
Outcome	Customer Service satisfaction rating	90%	92%	92%	92%		

## **Performance Measures Descriptions**

These performance measures are the same as those used for the County's other building operations. Facilities customers are emailed a link for a Zoomerang customer service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement.

ORS 1.185 reads: "County to provide courtrooms, offices and jury rooms."

- (1) The county in which a circuit court is located or holds court shall:
- (a) Provide suitable and sufficient courtrooms, offices and jury rooms for the court, the judges, other officers and employees of the court and juries in attendance upon the court, and provide maintenance and utilities for those courtrooms, offices and jury rooms.
- (b) Pay expenses of the court in the county other than those expenses required by law to be paid by the state.
- (2) Except as provided in subsection (1) of this section, all supplies, materials, equipment and other property necessary for the operation of the circuit courts shall be provided by the state under ORS 1.187. [Formerly 1.165]

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$995,000	\$0	\$1,000,000	\$0
Materials & Supplies	\$296,560	\$0	\$161,054	\$0
Internal Services	\$3,965,730	\$392,088	\$4,318,711	\$392,088
Total GF/non-GF	\$5,257,290	\$392,088	\$5,479,765	\$392,088
Program Total:	\$5,649,378		\$5,87	1,853
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$995,000	\$0	\$995,000	\$0
Total Revenue	\$995,000	\$0	\$995,000	\$0

#### **Explanation of Revenues**

Operating courtrooms is a General Fund obligation of the County. The Multnomah Law Library pass-through payment is fully supported by state-mandated court filing fees.

Debt service on the East County Courts is offset by a rebate received under the Build America Bonds program. Debt service costs are \$321,000 per year (net) from FY 2012 through FY 2020, and will be \$1.7 million per year from 2020 through 2030.

#### Significant Program Changes

Last Year this program was: 10021 State Mandated Expenses

No significant changes.



## Program #10022 - Pass-Through Payments to East County Cities

4/17/2014

Department:NondepartmentalProgram Contact:Mike JaspinProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This program offer accounts for Business Income Tax (BIT) collected on behalf of and passed through to the east county cities of Gresham, Troutdale, Fairview, and Wood Village. These payments are prescribed in an intergovernmental agreement (IGA) that shares revenue from the BIT. Under the terms of this agreement, the four cities share 25% of the first 0.6% of BIT collections. This offer also includes the County's obligation to share Community Service Fee revenues generated through the Strategic Investment Program (SIP) with the City of Gresham.

## **Program Summary**

The BIT is imposed on the net income derived from business activity within Multnomah County. The BIT was originally set at a rate of 0.6% of net income. In 1985, the tax was increased to 0.95%. In 1987, the tax was further increased to 1.46%. In 1993 the rate was reduced to 1.45% due to the consolidation of collections with the City of Portland's Business License Fee (BLF). The County entered into a tax sharing agreement with the four east county cities, in part to acknowledge the value of business income derived from those cities. The County acts as a fiduciary agent for the four east county cities. The County entered into a SIP agreement with Microchip Technologies, Inc., in FY 2004. Under terms of that agreement, the company agrees to pay 25% of property tax abated in the form of a Community Service Fee. State statutes direct that the County share that revenue with the City in which the company receiving the SIP exemption is located.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output		0	0	0	0		
Outcome		0	0	0	0		

The program is mandated under terms of the IGAs with Gresham, Troutdale, Fairview, and Wood Village. The county is obligated to transfer 25% of the revenue associated with the first 0.6% BIT increment. The SIP contract specifies that Gresham receives 47% of revenue derived from the Community Service Fee.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$5,937,323	\$0	\$6,890,709	\$0
Total GF/non-GF	\$5,937,323	\$0	\$6,890,709	\$0
Program Total:	\$5,937,323		\$6,89	0,709
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Taxes	\$319,612	\$0	\$329,200	\$0	
Total Revenue	\$319,612	\$0	\$329,200	\$0	

## **Explanation of Revenues**

The BIT pass-through is 25% of the first 0.6% of BIT collections. Community Service Fee is 25% of the taxes abated under the Strategic Investment Program.

## Significant Program Changes

Last Year this program was: 10022 Pass-Through Payments to East County Cities

No significant changes.



#### Program #10023 - OHS Local Option Levy

4/17/2014

**Department:** Nondepartmental **Program Contact:** Julie Neburka

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The Oregon Historical Society (OHS) is a private not-for-profit entity founded in 1898. Since 1899, it has received appropriations from (1) state government (except 2002-6) in recognition of its operation of the state history museum and a large Oregon history research library; and (2) Multnomah County (\$335k per year, 1999-2003) as a participant in the county library levy. Passage of special purpose levy 26-118 in November 2010 provides for levy support at the rate of \$0.05 per thousand of assessed value.

#### **Program Summary**

OHS operates the Oregon history museum, the Davies Family Research Library (Oregon and Oregon Territory), and educational programs for adults, families and school groups (also serves as the Multnomah County history repository). After nearly a decade of cuts in appropriations, programs, and service hours, the levy funding is providing basic operational support, as well as funding to underwrite the improved hours of service in the library, free admission to residents of Multnomah County and all school groups, improved collections development and care, and new and exciting programming. OHS is committed to serving the diverse communities of the region and the state, and reflects that commitment in its programs and collections.

Four east county historical societies (Fairview-Rockwood-Wilkes, Gresham, Troutdale and Crown Point Country) will together receive \$150,000 per year from the levy proceeds. The levy allocates the balance to the Oregon Historical Society for its programs and operations.

The levy has provided basic operational support and has certainly increased OHS's public services. The library has been open 32 hours a week since the levy funding went into effect in July 2011, and has served an additional 38% of patrons. Due to the levy funding, the increased public programs are reaching more Oregonians than ever and OHS has had the ability to enhance collections care and display more of Oregon's treasures.

Measure		FY13	FY14	FY14	FY15
Туре	Primary Measure	Actual	Purchased	Estimate	Offer
Output	Multnomah County citizens admitted free of charge.	16,988	10,000	21,100	21,100
Outcome	Improved library hours per week	32	32	32	32
Output	Increased number of public programs	152	35	155	155
Quality	Care of Collections through additional curator/registrar	0	1	1	1

#### **Performance Measures Descriptions**

In June of 2012, OHS was able to open their new permanent exhibit "Oregon Voices" which has doubled their capacity for school groups. For calendar year 2013, OHS has seen a 17% increase in Multnomah County residence visits with total attendance increase of 26% compared to 2012.

Measure 26-118 provides the Oregon Historical Society with a five-year property tax levy at the rate of \$0.05 per thousand dollars of assessed value. Four east county historical societies (Fairview-Rockwood-Wilkes, Gresham, Troutdale, and Crown Point Country) will together receive \$150,000 per year from the levy proceeds.

FY 2015 is the fourth year of the five-year local option levy.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$1,744,253	\$0	\$1,821,824
Internal Services	\$0	\$0	\$0	\$7,500
Total GF/non-GF	\$0	\$1,744,253	\$0	\$1,829,324
Program Total:	\$1,744,253		\$1,82	9,324
Program FTE	0.00	0.00	0.00	0.00

Program Revenues						
Taxes	\$0	\$1,727,530	\$0	\$1,807,922		
Interest	\$0	\$7,262	\$0	\$3,000		
Beginning Working Capital	\$0	\$9,461	\$0	\$18,402		
Total Revenue	\$0	\$1,744,253	\$0	\$1,829,324		

#### **Explanation of Revenues**

This is a dedicated local option property tax levy collected by Multnomah County on behalf of the Oregon Historical Society (OHS). OHS receives no other County funding.

## Significant Program Changes

Last Year this program was: 10023 OHS Local Option Levy

No significant changes.



## Program #10024 - County School Fund

4/17/2014

Department:NondepartmentalProgram Contact:Mike JaspinProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program offer distributes revenues received from property taxes associated with railroad cars to local school districts. This is a statutory responsibility of Oregon counties (ORS 308.505 to ORS 308.665) and these revenues are dedicated to a County School Fund. Formerly, revenues dedicated to the County School Fund included revenues received from the sale of timber cut on federal forest land. Federal legislation governing these payments has sunset as of FY 2012.

#### **Program Summary**

Since 1908, all counties in Oregon had received payments from the US government from revenue generated by the sale of timber cut on federal forest lands. State law specified how the revenue was to be allocated.

The federal law authorizing federal timber payments to counties, PL 106-393, sunset as of September 30, 2006. It was reauthorized by Congress for one year in 2007, and was renewed in 2008 for a four-year period, during which time the amount received declined each year. FY 2012 was to have been the last year in this 4-year extension. Congress reauthorized this legislation for one year in FY 2013, and again in FY 2014. This legislation was not renewed for FY 2015.

The County School Fund also receives a portion of the ad valorem tax that is assessed on the value of rail cars as outlined by state statute.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output		0	0	0	0		
Outcome		0	0	0	0		

#### **Performance Measures Descriptions**

The County School Fund provides a very small amount of the total revenue available to schools in Multnomah County. Arguably, this amount is not large enough to contribute meaningfully toward student academic achievement.

ORS 328.005-035 outlines the requirement to establish a County School Fund. The apportionment of revenue from the sale of timber on federal forest lands is described in ORS 294.060, which states: "...moneys received by each county...shall be divided 75 percent to the Road Fund and 25 percent to the school fund of the County."

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$20,000	\$0	\$20,275
Total GF/non-GF	\$0	\$20,000	\$0	\$20,275
Program Total:	\$20,000		\$20,	275
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Intergovernmental	\$0	\$20,000	\$0	\$20,000	
Interest	\$0	\$0	\$0	\$25	
Beginning Working Capital	\$0	\$0	\$0	\$250	
Total Revenue	\$0	\$20,000	\$0	\$20,275	

## **Explanation of Revenues**

The County School Fund is credited with 25% of the revenue received from the statewide assessment of railroad cars apportioned to each County. Revenues have averaged \$15,000-\$20,000 over the past several years.

## Significant Program Changes

Last Year this program was: 10024 County School Fund

No significant changes.



#### **Program #10025 - Convention Center Fund**

4/17/2014

**Department:** Nondepartmental **Program Contact:** Mark Campbell

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program offer budgets the revenue and expenditures associated with the County's commitment to fund the Oregon Convention Center and the Visitors Development Initiative. This program operates under intergovernmental agreements (IGAs) between Multnomah County, the City of Portland, and METRO. The program accounts for proceeds of the Transient Lodging Tax and Motor Vehicle Rental Tax that are passed through to METRO for operation of the Oregon Convention Center and other tourism related entities.

#### **Program Summary**

This program accounts for a portion of taxes collected from area hotels, motels, and vehicle rental agencies. The Transient Lodging Tax has supported the Oregon Convention Center since 1986. The tax is set at 11.5% on all hotel and motel room rentals in Multnomah County. Cities retain 5% of the tax generated within their boundaries. Another 1% supports regional tourism promotion. The remaining 5.5% supports programs associated with the Oregon Convention Center, the Regional Arts & Culture Council (RACC), and the Visitors Development Board. The Motor Vehicle Rental Tax was increased by the Board of County Commissioners in April, 2000. This 2.5% increment is entirely dedicated to support of the activities noted above.

This program supports the Oregon Convention Center which hosts programs, conferences, and events that bring visitors and business groups to Portland. The tourism and travel industry is among the leading private sector employers in Oregon. Large conventions generate significant activity for local hotels, restaurants, and retail establishments. Travel Portland has estimated that a typical out-of-town convention delegate will spend between \$600-\$700 during a three-day stay in the region. A report prepared in 2013 by Crossroads Consulting Services documents the dollar impact of the visitors facilities managed by METRO. The report estimates the economic impact at just less than \$660 million per year.

The Visitors Facilities Intergovernmental Agreement (VDI) was amended in FY 2014 and has established a Multnomah County Fund "County Visitor Facilities and Operations Support". The funding will support operations and capital improvements related to the established purposes of the VDI. The VDI supports regional visitor facilities and visitor industry development in the Portland-Multnomah County area. The VDI agreement is between the City of Portland, Multnomah County, and Metro. The Visitors trust will allocate \$250,000 to Multnomah County in FY 2014, \$500,000 annually FY15-17, \$750,000 annually FY18-21, and \$1,000,000 annually FY 22-forward.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	\$ (In Millions) Impact of Convention Center Visitors to County Economy	482	470	480	490			
Outcome	# of Employees in Travel/Tourism Industry (Est.)	4,830	4,500	4,800	4,900			

#### **Performance Measures Descriptions**

The Oregon Convention Center (OCC) generates significant economic activity to metropolitan Portland and the State. Multnomah County accounts for 2/3rds of tourism related activity. Travel/tourism accounts for approximately 10% of metropolitan area employment.

Metro provides data analysis on total annual spending in millions of dollars (output) which is estimated to support the total number of people employed (outcome) in the travel/tourism industry.

This program is mandated by IGAs that dictate how the revenues received in the Special Excise Tax Fund are allocated.

There is no discretion in allocating the revenue - all receipts are turned over per County Code and pursuant to terms specified in the IGAs.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$27,329,500	\$0	\$29,991,130
Cash Transfers	\$0	\$0	\$0	\$765,000
Total GF/non-GF	\$0	\$27,329,500	\$0	\$30,756,130
Program Total:	\$27,329,500		\$30,75	56,130
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Taxes	\$0	\$27,000,000	\$0	\$30,176,630	
Interest	\$0	\$4,500	\$0	\$4,500	
Beginning Working Capital	\$0	\$325,000	\$0	\$575,000	
Total Revenue	\$0	\$27,329,500	\$0	\$30,756,130	

#### **Explanation of Revenues**

The transient Lodging Tax was originally established in 1972. A supplemental Countywide tax of 3% was adopted in February 1986 and is dedicated primarily to operations of the Oregon Convention Center. The County adopted an additional tax of 2.5% that is dedicated to the Visitors Development Initiative.

The Motor Vehicle Rental Tax was originally established in 1976. The tax was increased to 12.5% in April 2000, with the additional 2.5% dedicated to the Visitors Development Initiative.

#### Significant Program Changes

Last Year this program was: 10025 Convention Center Fund

No significant changes.



#### Program #10026 - Capital Debt Retirement Fund

4/17/2014

Department:NondepartmentalProgram Contact:Mark Campbell

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

This program offer accounts for principal and interest payments on various full faith and credit obligation bonds, capital leases, and intergovernmental agreements that were entered into in order to finance various capital improvements or capital acquisitions.

#### **Program Summary**

Multnomah County is currently making payments on the following obligations:

Series 2004 Advance Refunding (\$54.2 million) - Full Faith & Credit

Series 2010A (\$9.8 million) - Full Faith & Credit

Series 2010B (\$15 million) - Full Faith & Credit

Oregon Investment Transportation Bank (OTIB)(\$3.2 million)

Sellwood Library 2002 (\$1.1 million)

Capital Lease Sheriff's Office Warehouse 2010 (\$815,000) - Capital Lease

Series 2012 (\$128 million) - Full Faith & Credit

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include, among others, purchase of the Multnomah, McCoy, and Mead buildings, health clinic equipment and improvements, deferred capital maintenance, construction of the East County Courthouse, road improvements to 223rd Street, Sellwood Bridge replacement project and various computer applications. All binding obligations were approved by the Board of County Commissioners. The facilities and equipment purchased with these bond issues support many of the County's direct service programs. Careful management of debt obligations contributes to sound financial management practices. Debt payments are recovered from departments who benefit from specific projects via internal service reimbursements.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Moody's Rating of Aa3 or Better	1	1	1	1			
Outcome	Debt Service Payments Made as Scheduled	100%	100%	100%	100%			

#### **Performance Measures Descriptions**

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service. (1)-indicates Moody's Aa2 or Aa3 rating, (0)-represents a rating lower than Aa2 or Aa3.

All principal and interest payments are made on time in order to maintain an investment grade rating on the bond issue. Multnomah County has never defaulted on a debt payment.

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$3,000	\$0	\$4,000
Debt Service	\$0	\$20,752,682	\$0	\$19,525,590
Cash Transfers	\$0	\$250,000	\$0	\$250,000
Unappropriated & Contingency	\$0	\$1,452,487	\$0	\$107,397
Total GF/non-GF	\$0	\$22,458,169	\$0	\$19,886,987
Program Total:	\$22,458,169		\$19,88	36,987
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$320,800	\$0	\$320,800
Other / Miscellaneous	\$0	\$17,303,844	\$0	\$16,670,465
Financing Sources	\$0	\$0	\$0	\$1,800,000
Interest	\$0	\$30,000	\$0	\$10,000
Beginning Working Capital	\$0	\$4,803,525	\$0	\$1,085,722
Total Revenue	\$0	\$22,458,169	\$0	\$19,886,987

## **Explanation of Revenues**

Debt service payments are collected from departments in their facilities charges and passed through to the Capital Lease Retirement Fund.

## Significant Program Changes

Last Year this program was: 10026 Capital Debt Retirement Fund

Series 2003 Refunding (\$9.6 million) - Full Faith & Credit-Payment completion in Fiscal Year 2014



## Program #10027 - GO Bond Sinking Fund

4/17/2014

Department:NondepartmentalProgram Contact:Mark Campbell

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

## **Executive Summary**

The GO Bond Sinking Fund program accounts for the payment of General Obligation Bond principal and interest approved by the voters in May 1993 and May 1996. The 1993 GO Bond (issued in February 1994) to restore the historic Central Library and build the Midland Library. The 1996 GO Bond was issued in October 1996 to remodel, construct, or purchase various Library and Public Safety facilities and equipment. Revenue to pay the debt is derived from property taxes and interest earned on the cash balances.

## **Program Summary**

Multnomah County's General Obligation debt was refinanced in FY 2010 to take advantage of historically low interest rates.

The 1994 and 1996 debt issues were rolled into one debt payment with the Series 2010 Refunding General Obligation Bonds. The savings to taxpayers as a result of this refinancing is estimated at \$5.2 million. Bond payments are made on time to maintain an investment grade rating on the bond issue. The careful management of debt has been noted as a key component in the County's most recent rating reviews.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Moody's Rating of Aa1 or Better	1	1	1	1			
Outcome	Debt Service Payments Made as Scheduled	100%	100%	100%	100%			

## **Performance Measures Descriptions**

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service. Moody's recently upgraded the rating on the County's General Obligation debt to Aaa. This is the highest rating assigned to municipal debt issues. (1)-indicates Moody's Aa1 rating, (0)-represents rating lower than Aa1. All principal and interest payments are made on time in order to maintain an investment grade rating on the bond issue. Multnomah County has never defaulted on a debt payment.

Principal and interest on the voter approved General Obligation Bonds are a binding debt that the County must pay. The property tax levy used to pay the debt is outside of the property tax constitution limits imposed by State Ballot Measure #5 approved in 1990 and State Ballot Measure #50 approved in 1997. Multnomah County has never defaulted on any debt issues

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Debt Service	\$0	\$8,160,800	\$0	\$6,771,675
Unappropriated & Contingency	\$0	\$6,540,275	\$0	\$6,014,500
Total GF/non-GF	\$0	\$14,701,075	\$0	\$12,786,175
Program Total:	\$14,701,075		\$12,78	36,175
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$6,978,128	\$0	\$6,212,422
Interest	\$0	\$40,000	\$0	\$35,000
Beginning Working Capital	\$0	\$7,682,947	\$0	\$6,538,753
Total Revenue	\$0	\$14,701,075	\$0	\$12,786,175

#### **Explanation of Revenues**

Revenue to pay the debt is derived from property taxes and interest earned on the cash balances.

# Significant Program Changes

Last Year this program was: 10027 GO Bond Sinking Fund



## Program #10028 - PERS Pension Bond Sinking Fund

4/17/2014

Department:NondepartmentalProgram Contact:Mark CampbellProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The PERS Pension Obligation Bond Sinking Program accounts for principal and interest payments on pension obligation revenue bonds issued December 1, 1999 in the amount of \$184,548,160 to retire the County's PERS unfunded actuarial accrued liability. Revenues that support debt payments are derived from charge backs to departments based on their departmental personnel cost.

#### **Program Summary**

The County passed Resolution No. 99-218 on November 4, 1999 authorizing the issuance of up to \$200,000,000 of bonds to finance the estimated unfunded accrued actuarial liability of the County to the Oregon Public Employees Retirement System. Senate Bill 198-B, effective October 23, 1999, authorized the County to pledge taxes that the County may levy within the limitations of sections 11 and 11b, Article XI of the Oregon Constitution not subject to annual appropriation. On December 1, 1999 the County issued \$184,548,160 in Pension Obligation Bonds to fund its PERS unfunded liability.

Debt service payments are supported by a surcharge against payroll. The surcharge rate has fluctuated, on average, between 6% and 7% of payroll. A reserve has been established to support future escalating debt payments in order to maintain the surcharge at a constant level.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Moody's Rating of Aa2 or Better	1	1	1	1			
Outcome	Debt Service Payments Made as Scheduled	100%	100%	100%	100%			

## **Performance Measures Descriptions**

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service. (1)-indicates Moody's Aa2 rating, (0)-represents rating lower than Aa2.

All principal and interest payments are made on time in order to maintain an investment grade rating on the bond issue. Multnomah County has never defaulted on a debt payment.

Principal and interest on the PERS Pension Obligation Bond are a binding debt obligation. The County passed Resolution No. 99-218 on November 4, 1999 authorizing the issuance of up to \$200,000,000 of bonds as authorized by state statute.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$25,000	\$0	\$25,000
Debt Service	\$0	\$18,036,600	\$0	\$19,086,600
Unappropriated & Contingency	\$0	\$60,108,400	\$0	\$69,206,330
Total GF/non-GF	\$0	\$78,170,000	\$0	\$88,317,930
Program Total:	\$78,170,000		\$88,3	17,930
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$18,392,240	\$0	\$18,050,922
Interest	\$0	\$375,000	\$0	\$340,000
Beginning Working Capital	\$0	\$59,402,760	\$0	\$69,927,008
Total Revenue	\$0	\$78,170,000	\$0	\$88,317,930

## **Explanation of Revenues**

Interest earnings on the fund balance and service charges are assessed to departments as a percentage of payroll. In FY 2015, departments will pay 6.25% of payroll costs toward the retirement of the Pension Obligation Bonds.

# Significant Program Changes

Last Year this program was: 10028 PERS Pension Bond Sinking Fund



# Program #10030 - RDPO - Multnomah County Matching Contribution for our

4/17/2014

Regional Disaster Preparedness Organization

**Department:** Nondepartmental **Program Contact:** Joe Rizzi

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: Backfill State/Federal/Grant, One-Time-Only Request

#### **Executive Summary**

Emergency Management coordinates disaster preparedness activity in Multnomah County. This includes planning, training, exercise and equipment procurement for County staff and some departments as well as coordination with cities, special districts and non-governmental organizations. One critical component of emergency preparedness if regional coordination. This program offer details Multnomah County's contribution to the Regional Disaster Preparedness Organization (RDPO).

## **Program Summary**

Funding will be contributed from 4 counties and the City of Portland to maintain the regional administrator to better allow regional project coordination and the ability to expand and contract as grant funds become available. Multnomah County's match to continue the Regional Disaster Preparedness Organization (RDPO) coordination and collaboration is \$38,180. This funding will maintain the core structure of the regional disaster preparedness organization to continue regional work.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of RDPO Meetings coordinated by the RDPO Administrator.	0	0	0	12			
Outcome	Percentage of RDPO Meetings with regional cooperation.	0	0	0	100%			

None

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Contractual Services	\$0	\$0	\$38,200	\$0
Total GF/non-GF	\$0	\$0	\$38,200	\$0
Program Total:	\$0		\$38,	200
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

This is a General Fund program.

# **Significant Program Changes**

## Last Year this program was:

Previously, the region received Urban Area Security Initiative (UASI) funds for regional work in our urban area. Emergency Management expects to secure the grant in the future to fund this project.



#### Program #10031 - Emergency Management - Radios

4/17/2014

**Department:** Nondepartmental **Program Contact:** Joe Rizzi

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

Emergency Management coordinates disaster preparedness activity in Multnomah County. This includes planning, training, exercise and equipment procurement for County staff and some departments as well as coordination with cities, special districts and non-governmental organizations. By developing relationships with community partners, Emergency Management bolsters citizen preparedness and community resilience. This program offer details an important need in our county: 800mhz radios for Animal Services in the Department of Community Services (DCS).

## **Program Summary**

This funding will help DCS Animal Services move their radio communications to the public safety radio network. Funds will purchase 800MHz radios that can operate on the public safety radio network.

Moving Animal Services off of the County's VHF system will free up a paired frequency that can be used by all county departments to coordinate and remain in contact even if phone and/or internet lines are functioning properly. This will meet communications needs set out in the County's emergency communications plan. It will allow for a better distribution of the County's existing radios to programs operating in all County facilities.

Animal Services will benefit by having a more robust radio system that will allow staff to talk directly to public safety officers and to Dispatch to allow for better communications for their services.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Purchase and provide twelve (12) radios to Animal Services.	-	-	-	12			
Outcome	% increase in Animal Services employees' ability to communicate on the 800mhz radio communications syst	-	-	-	100%			

None.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$0	\$40,000	\$0
Total GF/non-GF	\$0	\$0	\$40,000	\$0
Program Total:	\$0		\$40	000
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

This is a one-time request for General Fund dollars.

# **Significant Program Changes**

Last Year this program was:

None.



#### Program #10035 - Multnomah Youth Engagement

4/17/2014

Ben Duncan **Department:** Nondepartmental **Program Contact:** Program Alternative/Reconstruction Program Offer Stage: As Proposed

**Program Offer Type:** 

**Related Programs:** 10017A

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

The Youth Engagement Coordinator will provide leadership to the County's efforts to connect youth to jobs, promote youth leadership, and development. This program is part of the Office of Diversity and Equity (ODE) and is responsible for providing oversight and staffing support to the Multnomah Youth Commission (MYC), SummerWorks Internship Program, and College to Career Initiative.

#### **Program Summary**

The Youth Engagement Coordinator will manage and staff:

- The Multnomah Youth Commission which oversees the Elected Official Liaison Program, training and technical assistance for community organizations, government agencies, and businesses. The MYC advises and recommends policies and programs ensuring young people form relationships with caring adults, build skills, exercise leadership, and help their communities while obtaining the opportunities, necessary to become healthy, productive adults. MYC assists in the coordination of policies and actions creating youth friendly communities. It also works with youth and adults in the community to change the way violence is viewed and dealt with through the Youth Against Violence Committee and the Rob Ingram Youth Summit Against Violence. MYC educates youth and adults about "Our Bill of Rights: Children + Youth" and its importance in community decision making; brings diverse youth from across the region together to share ideas and experiences regarding violence and build a youth movement for social change.
- The SummerWorks Internship Program which is part of the County's broader Economic Development Program that seeks to drive countywide economic development policy, expand relationships with Multnomah County businesses, and promote job creation and a competitive workforce. The program ensures 100 youth gain valuable summer work experience at either County or external work sites. Youth ages 16-21 from diverse backgrounds participate in internships lasting from six to ten weeks, totaling up to 180 hours. In addition, youth receive work-readiness training and case management. County departments and staff receive a program orientation, planning assistance, and ongoing program support.
- The College to Career Initiative which provides opportunities to college students from diverse backgrounds who are interested in careers in public service. College age participants are selected for rigorous temporary job placements within county government during the summer months. The program is designed to enhance each participant's capacity to someday earn a position at Multnomah County or other municipality. At least three participants have been awarded permanent full-time positions within the county since the program began four years ago. All participants gain experience that is valuable to their overall career development process.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# of youth participating in SummerWorks Internship Program	50	100	100	100	
Outcome	\$ value of funding & services leveraged from community partners for SummerWorks	\$100,000	\$100,000	\$100,000	\$100,000	
Output	# of Youth Commission Meetings	22	22	22	22	
Output	Rob Ingram Youth Summit Against Violence	1	1	1	1	

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$151,749	\$32,301
Contractual Services	\$0	\$0	\$1,000	\$325,000
Materials & Supplies	\$0	\$0	\$15,335	\$39,700
Total GF/non-GF	\$0	\$0	\$168,084	\$397,001
Program Total:	\$0		\$565,085	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues					
Other / Miscellaneous	\$0	\$0	\$0	\$110,801	
Beginning Working Capital	\$0	\$0	\$0	\$36,200	
Total Revenue	\$0	\$0	\$0	\$147,001	

#### **Explanation of Revenues**

\$250,000 paid for with Video Lottery Fund resources \$100,801 State Farm Grant and \$35,000 carryover from FY 2014

\$10,000 Penney Family Foundation grant and \$1,200 carryover from FY 2014

#### Significant Program Changes

Last Year this program was: 10017D ODE Multnomah Youth Commission Support

Last year components of this program were included in 10029 SummerWorks Internship Program and 10017D ODE Multnomah Youth Commission Support. In addition, staff funded through the ODE program offer (last year #10033 Office of Diversity and Equity) managed the College to Career Initiative.

\$250,000 for the SummerWorks Internship Program is funded with one-time-only Video Lottery Funds.



## Program #25101 - Mental Health Beginning Working Capital

4/16/2014

Department:County Human ServicesProgram Contact:David HidalgoProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The funds in the county's Behavioral Health Fund, which are maintained by the county, represent the accumulation of any unspent Medicaid dollars annually and interest earned on the fund balance throughout the fiscal year. The use of these funds is restricted by the federal government. The money can be used only for those individuals who are Medicaid eligible and are in need of mental health services authorized by the county according to Center for Medicaid and Medicare Systems (CMS) definition of medical necessity.

#### **Program Summary**

This program offer is only for budgeting and accounting purposes. The state requires the MHO to have a primary reserve of \$250,000 and secondary reserve of up to 4 months of Operations Cost. Given the mental health responsibilities in our county and the number of Multnomah Health Share - Oregon Health Plan (OHP) members Multnomah County is responsible for (according to new ACA membership), it would be prudent to maintain a secondary reserve level under \$19M (which is about 4 months of operating cost projections). This would cover any reasonable but unexpected cost increases within our system or the need to transition existing business to another entity.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output		0	0	0	0	
Outcome		0	0	0	0	

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Unappropriated & Contingency	\$0	\$14,017,238	\$0	\$20,005,367
Total GF/non-GF	\$0	\$14,017,238	\$0	\$20,005,367
Program Total:	\$14,017,238		\$20,005,367	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Interest	\$0	\$66,020	\$0	\$108,568	
Beginning Working Capital	\$0	\$13,951,218	\$0	\$19,896,799	
Total Revenue	\$0	\$14,017,238	\$0	\$20,005,367	

## **Explanation of Revenues**

\$19,896,799 Beginning Working Capital as of 7/1/14 \$108,568 Estimate of interest earned during FY15

# **Significant Program Changes**

Last Year this program was: 25101 Mental Health Beginning Working Capital

In FY14 program offer 25055B Behavioral Health Crisis Services included \$720,000 of the total beginning working capital.



#### Program #95000 - Fund Level Transactions

4/17/2014

**Department:** Overall County **Program Contact:** Mike Jaspin

Program Offer Type: Revenue/Fund Level/Tech Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program offer budgets a number of "fund level" transactions. These include transfers between funds, fund contingencies, and reserves.

#### **Program Summary**

This offer includes the following cash transfers:

General Fund to Capital Improvement Fund - \$800,000

General Fund to Health Headquarters Capital Fund - \$1,000,000

General Fund to Downtown Courthouse Capital Fund - \$2,300,000

General Fund to Financed Projects Fund - \$1,500,000

General Fund to Information Technology Fund - \$1,739,000

General Fund to Capital Debt Retirement Fund - \$1,800,000

Capital Improvement Fund to Library Capital Construction Fund - \$1,295,000

Capital Improvement Fund to Health Headquarters Capital Construction Fund - \$4,869,000

Capital Improvement Fund to Downtown Courthouse Capital Fund - \$10,194,600

This offer accounts for the General Fund contingency, which is established at \$2,108,471. The General Fund contingency also contains \$6,298,702 for a Business Income Tax reserve set at 10% of anticipated revenues, and \$650,000 for various Board earmarks. Additionally, this offer accounts for the 10% General Fund revenue reserve as described in the Financial & Budget Policies. The Library Fund contingency (\$6,500,000) and the Risk Fund contingency (\$17,500,000) and unappropriated balance are recorded here.

Video Lottery resources of \$5,306,067 and contingency of \$467,894 are recorded in this offer, while expenditures are reported in departmental program offers where they are spent.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	% of reserve goal met	100%	100%	100%	100%			
Outcome	Moody's Bond Rating	0	0	0	0			

#### **Performance Measures Descriptions**

Change in bond rating: (0) = no change, (1) = upgraded rating, (-1) = downgraded rating.

#### **Legal / Contractual Obligation**

Reserve and contingency accounts reflect prudent financial management of county resources. The reserve has been established at 10% - a level that Moody's Investors Service uses as a benchmark. The goal in developing the reserve policy was to shield the County from fluctuations in revenues available to fund ongoing programs. The policy articulates the conditions under which reserves will be used and outlines a process for replenishing them should they fall below the goal. The General Fund contingency cannot be accessed unless the Board takes affirmative action to transfer it. Conditions under which the the contingency can be used are limited, in most cases, to one-time-only expenditures.

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Cash Transfers	\$11,791,604	\$1,103,294	\$9,139,000	\$16,358,600
Unappropriated & Contingency	\$43,158,882	\$51,633,446	\$43,336,175	\$62,389,319
Total GF/non-GF	\$54,950,486	\$52,736,740	\$52,475,175	\$78,747,919
Program Total:	\$107,687,226		\$131,223,094	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues						
Intergovernmental	\$0	\$5,229,915	\$0	\$4,678,943		
Interest	\$0	\$256,000	\$0	\$0		
Beginning Working Capital	\$0	\$52,516,802	\$0	\$62,548,549		
Total Revenue	\$0	\$58,002,717	\$0	\$67,227,492		

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 95000 Fund Level Transactions

No significant changes.



#### Program #95001 - General Fund Revenues

4/17/2014

Department:Overall CountyProgram Contact:Mike JaspinProgram Offer Type:Revenue/Fund Level/TechProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program offer budgets countywide, or 'corporate', revenues that make up the General Fund. The General Fund is the primary source of discretionary revenue that supports county programs across all departments and service areas.

#### **Program Summary**

For FY 2015, General Fund resources are estimated to be \$479.5 million, which includes \$50.9 of beginning working capital. The revenues budgeted in this program offer represent approximately 82.7% of the total General Fund. The primary ongoing revenue sources are property taxes, business income taxes (BIT), and motor vehicle rental taxes (MVRT). The remaining General Fund revenues are budgeted within departmental program offers.

Accurate revenue forecasting is crucial to the development of long range financial plans. It is the goal of the Budget Office to produce revenue estimates that fall within a range of (+/-) 2% of actual collections. The assumptions used to develop revenue forecasts should be clearly articulated to, and understood by, all decision makers in the budget process. The County's Financial & Budget Policies outline the forecast process.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output		0	0	0	0		
Outcome		0	0	0	0		

#### **Performance Measures Descriptions**

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Total:		\$0	0	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$4,417,704	\$0	\$4,579,271	\$0
Taxes	\$315,693,473	\$0	\$332,491,408	\$0
Other / Miscellaneous	\$6,762,579	\$0	\$7,001,812	\$0
Financing Sources	\$73,694	\$0	\$765,000	\$0
Interest	\$1,020,000	\$0	\$1,040,400	\$0
Beginning Working Capital	\$55,378,652	\$0	\$50,676,149	\$0
Total Revenue	\$383,346,102	\$0	\$396,554,040	\$0

#### **Explanation of Revenues**

A handful of revenues make up the bulk of the General Fund. These include (in order of size) - property tax, business income taxes, and motor vehicle rental taxes. The property tax is the single largest revenue in the General Fund at approximately two-thirds of ongoing revenue. It is governed by state statute and its' growth is limited by two constitutional measures which have been approved by the Oregon electorate. An explanation of the limitations imposed by Measure 5 and Measure 47/50 can be found in the Summaries section of Volume 1 of the budget document.

A more complete discussion of the forecast and assumptions can be found on the Budget Office website.

### Significant Program Changes

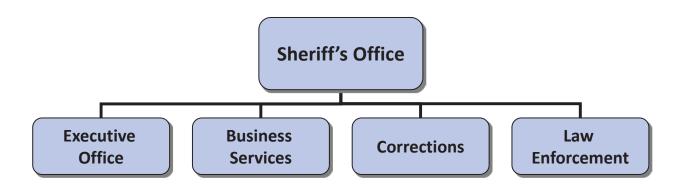
Last Year this program was: 95001 General Fund Revenues

# Department Overview

The Sheriff's Office plays a unique, comprehensive role in the continuum of Public Safety Services here in Multnomah County. The Sheriff's reach is extensive, providing law enforcement services, search and rescue operations, civil process, civic emergency coordination and community policing to unincorporated areas in the Columbia River Gorge, east and west county communities, forested public watersheds and waterways both remote and urban.

The Sheriff is also the first responder in providing social service contacts to these areas, coordinating Health Department, Human Services and other responses as needed. When police contact in any of these areas results in arrest, Sheriff's deputies transport arrestees to the Sheriff Office Booking Facility, located at the Multnomah County Detention Center in downtown Portland. There arrestees are searched, medically screened by Health Department staff and evaluated by court and corrections staff for release options or potential housing. If housed in one of the Sheriff's Office jail facilities, pretrial inmates and sentenced offenders are assessed for potential placement in programs offered in the jails – programs targeting mental health, addiction treatment and services, and post-release housing and job training to name a few. Through all these activities, arrest and booking, court transport to housing and, programming to release, Sheriff's staff are directly involved in the care, custody and control of these individuals, giving the Multnomah County Sheriff and staff a uniquely comprehensive role in county Public Safety.

All of these services are important elements to a "stream of offenders" approach to public safety services and serve to fulfill the priority of safety at home, work, school, or play.



# Budget Overview

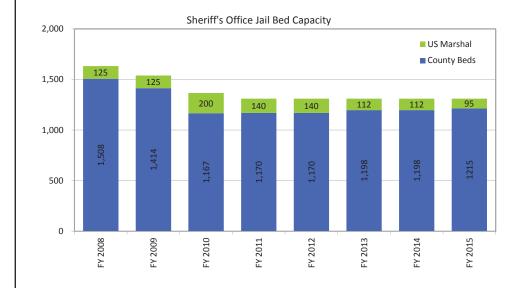
The Sheriff's Office total budget for FY 2015 is \$126.7 million with 777.17 FTE. General Funds total \$112.1 million or 88% of the budget.

The FY 2014 Adopted Budget included a Budget Note that held out \$2.2 million of Overtime to be held in contingency and approved quarterly. Inclusion of these Overtime funds increases the FY 2014 Revised Budget Personnel Services from \$99.1 million to \$101.4 million.

Other funds account for \$15.3 million or 12% of the FY 2015 budget. Other funds increased \$0.3 million year over year or 2.1%.

New Programs this year are: 60004 - Additional Hiring Process Backgrounders, 60023A - Crisis Intervention Training, 60033B - Gresham Temporary Hold, 60072 - Additional SIU Detective, 60075 - Corbett Community Resource Deputy, 60083 - Domestic Violence Enhanced Response GF Backfill.

The budget maintains the jail bed capacity of 1,310 beds, 95 which are contracted for by the US Marshals Services. The budget also retains all the patrol and support functions for the Sheriff's Office.



<b>Budget Trends</b>		FY 2014	FY 2014	FY 2015	
	FY 2013	Current	Adopted	Proposed	
	<u>Actual</u>	<b>Estimate</b>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	777.65	776.32	776.32	781.32	5.00
Personnel Services	\$99,585,142	\$100,689,312	\$99,160,738	\$103,345,108	\$4,184,370
Contractual Services	963,083	845,877	936,948	893,638	(43,310)
Materials & Supplies	19,982,666	20,285,112	21,767,104	22,477,317	710,213
Capital Outlay	<u>166,640</u>	424,994	424,994	<u>656,105</u>	231,111
Total Costs	\$120,697,531	\$122,425,295	\$122,289,784	\$127,372,168	\$5,082,384

<sup>\*</sup>Does not include cash transfers, contingencies or unappropriated balances.

# Successes and Challenges

#### Successes

The Sheriff's Office is currently implementing an Inmate Kiosk System which provides inmates and their families with many new services, including video visiting from our jail lobby's or over the Internet which saves family travel costs, and an expansion from 2 days per week visitations to 7 days per week. Lobby Kiosks allow friends/family to deposit funds to an inmates account using cash or credit cards, care package ordering and the ability to schedule visits, and prepay for phone use. Dorm Kiosks allow video visiting, commissary ordering, messaging and many other services. At release, inmates will have ATM Debit Release Cards, which allow purchases from merchants including transit, use of ATM's, and other banking services.

We appreciate the Corrections Grand Jury acknowledgment "We commend Sheriff Dan Staton for his commitment to providing a safe jail environment for inmates, staff and the Citizens of Multnomah County". Many of our program offers address Grand Jury recommendations including: filling deputy vacancies; hiring background investigators; opening an additional dorm at MCIJ to resolve emergency releases; adding suicide watch hours to our budget; and increasing the number of deputy training hours.

#### Challenges

The primary on-going budget issue facing the Sheriff's Office is vacancies in the Corrections Deputy job classification. The number of vacancies remained fairly steady for FY2013 and thus far into FY2014, continuing the need to fill vacant posts with deputies on overtime. It is also the case that proportionally the number of vacancies we currently hold has a significant impact on operations, in many cases causing temporary closure of normal operations in the jails that affect access to inmates by the defense, courts, police, outside providers and visitors. Our projections show our hiring rate to date is keeping pace with the growing retirements brought on by the initial hiring for the opening of Inverness Jail in 1988, but just keeping pace with that growth. To remedy this ongoing issue we are proposing expanding our Human Resource Unit with two additional Background Investigators.

Another emerging issue for our budget is the alarming growth of work hours committed to security for suicide watch protocols in our jail system. Our Office has been engaged in meetings with other county system stakeholders looking for sustainable solutions to this issue that satisfy constitutional requirements while ensuring quality medical care and safe housing is delivered to this vulnerable population. We have included two one-time-only offers to help bridge the gap between a long-term, sustainable solution and the current budgetary burden for this work, which is work we cannot defer or walk away from. Also included to address this issue are three capital improvement projects designed to reduce risk of suicide attempts.

# Diversity and Equity

We serve Multnomah County by holding the Sheriff's Office management and staff accountable to ensure access, equity, and inclusion with its services, policies, practices, and procedures. The Sheriff's Office fully embraces county policy with specific regard to the prohibition of workplace harassment and discrimination, and conducts agency-wide training regarding these policies on an on-going basis.

We ensure our investments in the community build a more just and equitable Multnomah County. We have a culture of open collaboration, and respectful, courageous conversations about institutional barriers to equity. We unite around shared values of access, equity, inclusion and equity. Our workplaces are safe and our services are culturally responsive. Our workforce reflects community experience, needs and perceptions, and we actively participate in community events that value cultural diversity, equity, social justice and celebration of diverse lifestyles.

Specific steps to improve Diversity this year:

- Recruitment of minority and women deputies
- Promotion of women and minority Lieutenants and Captains
- Inclusion of non-sworn managers in the promotional selection panels for sergeants and lieutenants, adding greater diversity to the panels as well as introducing new administrative perspectives
- Training of both line and support staff regarding mental health issues which provides better support and understanding of the diverse inmate populations in our jails
- Participation in community events supporting diversity

# Budget by Division

Division Name	FY 2015 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$4,216,901	\$0	\$4,216,901	25.00
Business Services	13,347,522	15,000	13,362,522	68.00
Corrections Division	73,268,488	11,190,252	84,458,741	526.22
Law Enforcement	21,282,565	4,051,439	<u>25,334,004</u>	162.10
Total Sheriff's Office	\$112,115,476	\$15,256,691	\$127,372,168	781.32

# **Executive Office**

The MCSO Executive Office plays the critical role of providing oversight for the operations of the entire agency, a focus on staff well being through the agency Chaplain, a single point of contact for the Office of Sheriff through the Public Information Officer, and a commitment to standards and ethical conduct through Professional Standards.

The Executive Office acts as the first point of policy for Sheriff's Office operations and interests. The Executive Office sets the course for the agency to follow, and ensures operations are safe and on target through units within the Office. The Inspections Unit accounts for agency firearms and other critical equipment, and oversees Life Safety functions for all of MCSO. Human Resources coordinates member's health and family concerns, as well providing support for members day-to-day work needs. They also conduct extensive background investigative work on each Sheriff's Office member prior to hiring, to ensure the agency employs men and women with the highest level of integrity. The Public Information Officer relays information about agency operations to the public through public records requests, media inquiry and periodical publication. The Internal Affairs Unit assures a commitment to effective and ethical conduct, both through investigation of complaints against members and through oversight of agency high-risk practices.

# Significant Changes

• Human Resources Unit - Add'l HR Tech to assist with recruitment and new hiring

# Business Services

Business Services is responsible for financial management, information technology, research and analysis, corrections records, staff training and other support. The programs operated by Business Services support both the Corrections and Enforcement Divisions which directly contribute to public safety and citizens feeling safe at home, work, school and play. The Business Services Division support begins with the Fiscal Unit, which provides the necessary payroll, budget and accounting services to every unit in the Sheriff's Office. Analysis and reporting for all MCSO public safety activities happens at the Planning and Research Unit, where analysts provide data and reporting affecting budget, planning, and policy decisions at MCSO and throughout the public safety community. All operations, both uniform and civilian, rely heavily on information technology support provided by the Criminal Justice Information Systems Unit (CJIS). CJIS connects MCSO to the local community and the world through internet support, and keeps key information systems vital to investigation, booking and inmate data management up and running 24 hours a day, 7 days a week. The Training Unit assures members maintain both mandated certifications and perishable skills, as well as providing necessary training with regard to Life Safety issues, OSHA requirements, job skills and member career development.

# Significant Changes

- Continuing the implementation of the Inmate Kiosk System, which includes video visiting kiosk installation in inmate dorms.
- Moved a Finance Specialist 1 from Inmate Welfare to the Fiscal Unit as a result of the inmate Kiosk system changes.

# fy2015 proposed budget

# Corrections Division

Significant Changes

The MCSO Corrections Division's mission is to provide effective detention, rehabilitation and transitional services that together stabilize, protectively manage and positively impact arrestees, pretrial inmates and sentenced offenders, resulting in both cost-effective management of populations in jail and successful reentry into our communities upon release. Our core service is providing jail beds to the public safety system as the critical piece for providing offender accountability, and maintenance of these beds that provide a strong deterrent to criminal behavior. As the sole provider of jail beds in a county serving a largely urban population, the Corrections Division encounters a wide variety of persons who often have a multitude of issues, from mental and physical illness, to addiction or a propensity for violence. The division meets this challenge by providing medical screening of all arrestees at booking, and skilled, evidence-based objective classification of pretrial inmates and sentenced offenders leading to safe and appropriate housing choices. Many housing areas are designed to address special needs, including mental and medical health concerns and treatment, protective housing for vulnerable persons and high security custody for the most dangerous offenders. The division focuses on stabilizing pretrial inmates and sentenced offenders, fulfilling court requirements, then moving offenders to in-jail programming and work opportunities to support successful reentry into our communities by providing job skills, addiction and transitional services and reduced sentences through service on inmate Work Crews.

- US Marshal Beds reduced from 112 in FY 2014 to 95 in FY 2015
- Increase in SB1145 Funding in the amount of \$545,912
- Additional State Funding from House Bill 3194 in the amount of \$531,219.
- MCSO is able to restore overtime through improved budgeting tools with more precise costing.
- The Corrections Division is implementing a new Jail Kiosk System which includes Jail Lobby Kiosks, Booking Cash Kiosks, Jail Dorm Kiosks and the use of Release Debit Cards all of which provide increased services to inmates and their families.

# fy2015 proposed budget

# Law Enforcement

The MCSO Law Enforcement Division's mission is to provide exemplary public safety services to citizens and visitors to Multnomah County. Operating under statutory mandates, each unit accomplishes specific functions that supports Multnomah County's overall mission. This division protects citizens by providing 24/7 law enforcement and human service connections to those who reside in or visit unincorporated areas and the communities of Maywood Park, Wood Village and Corbett. Deputies respond to 911 emergency calls, investigate traffic accidents, arrest wanted subjects and engage in solving community safety problems present in schools, businesses and neighborhoods. Tourism and recreation create conditions where citizens need emergency rescue assistance on land and in waterways. This division provides education, enforcement and prevention of emergencies which occur on waterways. River patrol resources provide safe commercial and recreational access and passage to the County's 100 miles of rivers which operate within the United States' fifth largest port. Deputies enforce boating laws and provide security protection for marine communities. Dangerous drug abuse and addiction account for most crime in our community and this division helps reduce impact by providing county-wide narcotics enforcement. Division detectives help children by investigating and arresting persons who exploit children for sex, labor and use technology as a tool to lure children. Detectives help citizens by investigating and arresting persons who abuse elderly and domestic violence victims.

# Significant Changes

- Contract with Corbett School District to help fund a School Resource Officer
- Contracts with Gresham PD, Troutdale PD and Fairview PD to assist in funding Gresham Temp Hold activity
- 911 Teletax revenue no longer comes to MCSO and instead is sent directly to the City of Portland for Bureau of Emergency Communications dispatch funding.
- MCSO is able to restore overtime through improved budgeting tools with more precise costing.

# Sheriff's Office

The following table shows the programs that make up the Office's total budget. The individual programs follow in numerical order.

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Executive Of	ffice				
60000	MCSO Executive Office	\$1,688,813	\$0	\$1,688,813	8.00
60003	MCSO Human Resources	1,210,262	0	1,210,262	9.00
60004	MCSO Additional Hiring Process Backgrounders	175,134	0	175,134	2.00
60005	MCSO Professional Standards	1,142,692	0	1,142,692	6.00
Business Ser	vices				
60010	MCSO Business Services Admin	1,512,361	0	1,512,361	1.00
60012	MCSO Criminal Justice Information Systems	4,971,767	0	4,971,767	7.00
60013	MCSO Fiscal Unit	883,372	0	883,372	7.00
60014	MCSO Time & Attendance Unit	502,496	0	502,496	5.00
60015	MCSO Planning & Research Unit	691,771	0	691,771	5.00
60021	MCSO Corrections Support	3,564,411	0	3,564,411	37.00
60022	MCSO Training Unit	1,140,245	15,000	1,155,245	6.00
60023A	MCSO Crisis Intervention Training – Patrol Enhanced	81,100	0	81,100	0.00
Corrections	Division				
60030	MCSO Corrections Division Admin	1,206,137	0	1,206,137	4.82
60032	MCSO Transport	2,775,400	0	2,775,400	16.00
60033A	MCSO Booking & Release	8,020,973	0	8,020,973	58.24
60033B	MCSO Gresham Temporary Hold	146,348	0	146,348	0.00
60034A	MCSO Court Services - Courthouse	3,767,467	0	3,767,467	23.00
60034B	MCSO Court Services - Justice Center	1,023,894	0	1,023,894	7.00
60034C	MCSO Court Services - JJC	257,721	0	257,721	2.00
60034D	MCSO Turn Self In Program	257,854	0	257,854	2.00
60035A	MCSO Facility Security - Courts	1,172,475	629,488	1,801,964	16.60
60035B	MCSO Facility Security - Jails	2,047,583	0	2,047,583	21.50
60035C	MCSO Facility Security - Library	634,068	0	634,068	7.00
60035D	MCSO Facility Security - JJC	178,327	0	178,327	2.00
60035E	MCSO Domestic Violence Gateway One Stop	68,706	0	68,706	1.00

# fy2015 **proposed** budget

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE
Corrections	Division cont.				
60036	MCSO Classification	3,117,913	0	3,117,913	20.00
60037	MCSO Inmate Programs	2,480,602	0	2,480,602	21.00
60038	MCSO CERT/CNT	169,801	0	169,801	0.00
60039	MCSO MCIJ Work Crews	1,318,961	891,813	2,210,774	12.40
60040A	MCSO MCDC Core Jail & 4th Floor	13,483,959	831,219	14,315,178	62.98
60040B	MCSO MCDC 5th Floor	3,874,829	0	3,874,829	25.48
60040C	MCSO MCDC 6th Floor	2,372,203	0	2,372,203	16.38
60040D	MCSO MCDC 7th Floor	2,825,730	0	2,825,730	23.66
60040E	MCSO MCDC 8th Floor	1,693,076	0	1,693,076	16.38
60041A	MCSO MCIJ Dorms 10, 11 & 18	7,959,030	8,383,515	16,342,544	75.20
60041B	MCSO MCIJ Dorms 12 & 13	3,085,812	0	3,085,812	20.02
60041C	MCSO MCIJ Dorms 14 & 15	1,945,766	0	1,945,766	12.74
60041D	MCSO MCIJ Dorms 16 & 17	625,002	0	625,002	3.64
60041E	MCSO MCIJ Dorms 6 & 7	2,077,969	0	2,077,969	14.56
60041F	MCSO MCIJ Dorms 8 & 9	1,095,484	0	1,095,484	9.10
60041G	MCSO MCIJ Dorm 5	1,581,289	0	1,581,289	14.56
60041H	MCSO MCIJ Dorm 4	625,187	0	625,187	5.46
60043	MCSO Close Street	1,213,556	0	1,213,556	8.00
60044	MCSO Volunteers	4,280	0	4,280	0.00
60045	MCSO Inmate Welfare	0	454,217	454,217	2.50
60050	MCSO In-Jail Human Trafficking	161,088	0	161,088	1.00
Enforcemen	nt Division				
60060	MCSO Enforcement Division Admin	779,456	0	779,456	1.00
60061	MCSO Enforcement Division Support	2,188,560	0	2,188,560	24.00
60063	MCSO Patrol	6,718,075	200,938	6,919,013	37.00
60064	MCSO Civil Process	1,680,675	0	1,680,675	12.00
60065	MCSO River Patrol	1,853,510	792,117	2,645,626	14.50
60066	MCSO Detectives, INTERCEPT, Elder Abuse	1,503,268	0	1,503,268	9.00
60067	MCSO Special Investigations Unit	688,827	183,000	871,827	5.00
60068	MCSO Warrant Strike Team	783,013	0	783,013	5.00
60069	MCSO Alarm Program	0	227,500	227,500	1.50
60070	MCSO Concealed Handgun Permits	10,014	400,000	410,014	3.00
60071	MCSO TriMet Transit Police	0	831,501	831,501	6.00

# Sheriff's Office

# fy2015 **proposed** budget

Prog.	Program Name	FY 2015 General Fund	Other Funds	Total Cost	FTE			
Enforcemen	Enforcement Division cont.							
60072	MCSO Additional SIU Detective	95,816	0	95,816	1.00			
60073	MCSO Human Trafficking Task Force	133,101	0	133,101	1.00			
60074	MCSO Metro Services	19,965	348,331	368,295	2.60			
60075	MCSO Corbett School Resource Deputy	93,170	42,898	136,069	1.00			
60076	MCSO Domestic Violence Enhanced Response	76,142	31,528	107,671	0.85			
60077	MCSO Corbett Community Resource Deputy	138,204	0	138,204	1.00			
60078	MCSO Logistics Unit	989,322	0	989,322	4.00			
60079	MCSO Procurement & Warehouse	992,789	0	992,789	7.77			
60080	MCSO Property & Laundry	2,499,568	0	2,499,568	19.00			
60081	MCSO Commissary	0	719,172	719,172	3.73			
60083	MCSO Domestic Violence Enhanced Response GF Back-fill	19,036	0	19,036	0.15			
60084	MCSO Gang Enforcement Deputy	0	274,454	274,454	2.00			
60085	MCSO Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,054	<u>0</u>	20,054	0.00			
	Total Sheriff's Office	\$112,115,476	\$15,256,691	\$127,372,168	781.32			

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#### Program #60000 - MCSO Executive Office

4/18/2014

Department: Sheriff Dan Staton

Program Offer Type: Administration Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Sheriff and executive staff engage the community in defining and prioritizing public safety needs. The Sheriff establishes agency direction and standards to consistently demonstrate responsible leadership. The Sheriff and executive staff ensure that citizens both trust and believe that they are receiving a quality level of law enforcement and corrections services.

#### **Program Summary**

Executive staff work with other agencies and departments to ensure the public safety system is balanced, works effectively together, and meets the expectations of the community in a fair and equitable manner. The Sheriff frequently contacts business and community leaders to assess and define their needs and then applies that information to the priorities and strategies of the agency. The Sheriff is a member of the Oregon State Sheriff's Association which guides industry standards and policies. The Sheriff maintains regular communications with employee, union, community, and government leaders. The Sheriff swears in sworn employees, conveying a personal commitment between the employee and Sheriff. Through the Public Information Officer, the community is informed and educated about important issues relating to the Sheriff's Office. Independent reviews of revenues and expenditures are routinely performed to ensure efficient use of taxpayer's dollars. This program supports the public trust and confidence by identifying and understanding the citizen's need to communicate between themselves and their elected officials. Public interaction through meetings, media events, a public web site, and electronic mail create frequent, genuine-feeling interactions with their elected Sheriff. ORS 206.010 describes the Sheriff as "the chief executive officer and conservator of the peace of the county." Elected countywide, the Sheriff is accountable to the public for delivery of law enforcement and corrections services to ensure all citizens are protected in a fair and equitable manner.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Public Engagements by Executive Staff	251	160	200	200		
Outcome	Number of divisions that achieve the majority of their performance measures	4	4	4	4		
Outcome	Percent of performance measures met agency wide	91	90%	90	90		

#### **Performance Measures Descriptions**

Measures represent a summation of total agency performance measures. MCSO has four divisions/sections: exec office (including professional standards), business services, corrections and enforcement.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,159,151	\$0	\$1,207,064	\$0
Contractual Services	\$34,533	\$0	\$35,223	\$0
Materials & Supplies	\$133,962	\$0	\$136,640	\$0
Internal Services	\$276,843	\$0	\$309,886	\$0
Total GF/non-GF	\$1,604,489	\$0	\$1,688,813	\$0
Program Total:	\$1,604,489		\$1,68	8,813
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 60000 MCSO Executive Office



#### Program #60003 - MCSO Human Resources

4/18/2014

Department:SheriffProgram Contact:Jennifer OttProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Sheriff's Office Human Resources perform the staffing and personnel functions for its approximately 800 positions and employees.

#### **Program Summary**

This program conducts staffing-related functions including: recruitment, position tracking, promotional assessment centers, interviews, fingerprinting, documentation, arrangements for psychological testing, hiring, photography and preparation of identification cards, records maintenance (including compliance with HIPAA rules regarding medical files), termination activities, conduct of labor-management interaction, affirmative action, leave administration including the Family Medical Leave Act, the Oregon Family Leave Act, military leave, Workers Compensation and administrative leave. This program is essential to support the Sheriff's Office's staffing functions. The Sheriff's Office has three unions, is a 24/7 workplace, requires thorough and in depth backgrounds of all employees and maintains a high level of staff security. These conditions require HR to function in a highly specialized environment.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	420	420	420	420		
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100%	100%	100%	100%		

#### **Performance Measures Descriptions**

HR strives to ensure that the increased number of applications is processed in a timely manner as well as ensuring employees' appropriate and applicable state and federally-protected coverage is applied. This comes in an environment of increased FMLA/OFLA usage and where we also continue to address inappropriate sick time usage.

Data are from SAP.

## **Legal / Contractual Obligation**

Support for Sheriff's Mandates, including ORS Chapters 206 and 169. Family Medical Leave Act (FMLA) of 1994. Health Insurance Portability and Accountability Act (HIPAA) of 1996.

## **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,023,217	\$0	\$1,091,671	\$0
Contractual Services	\$11,428	\$0	\$11,657	\$0
Materials & Supplies	\$23,422	\$0	\$23,889	\$0
Internal Services	\$85,802	\$0	\$83,045	\$0
Total GF/non-GF	\$1,143,869	\$0	\$1,210,262	\$0
Program Total:	\$1,143,869		\$1,21	0,262
Program FTE	8.00	0.00	9.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### **Significant Program Changes**

Last Year this program was: 60003 MCSO Human Resources



#### Program #60004 - MCSO Additional Hiring Process Backgrounders

4/18/2014

Department:SheriffProgram Contact:Jennifer OttProgram Offer Type:Innovative/New ProgramProgram Offer Stage:As Proposed

Related Programs: 60003-15

Program Characteristics: One-Time-Only Request

#### **Executive Summary**

This program will add 2 backgrounder positions to the Sheriff's Office to assist in the recruitment of staff.

#### **Program Summary**

This program is responsible for conducting thorough and complete background investigations for individuals seeking employment with the Sheriff's Office. These investigations include screening and reviewing credit, criminal and driving records; obtaining pertinent police or other investigative reports or materials, researching legal or factual issues, contacting and soliciting information from personal and employment references; and interviewing applicants. Additionally, Background Investigators identify strengths and weaknesses and summarize suitability for employment with the Sheriff's Office.

The consequences of hiring staff with a history of inadequate or inappropriate judgment, poor decision-making skills, unethical or immoral behaviors or an inability to take responsibility for their actions are substantial and may have severe consequences when they are hired into positions with an incredible amount of authority over other people. Ensuring we avoid hiring candidates with these potential liabilities is the primary goal and responsibility of this program

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of background positions filled	-	-	-	2		
Outcome	Number of backgrounds completed	-	-	-	80		

#### **Performance Measures Descriptions**

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$175,134	\$0
Total GF/non-GF	\$0	\$0	\$175,134	\$0
Program Total:	\$0		\$175	,134
Program FTE	0.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was:



#### Program #60005 - MCSO Professional Standards

4/18/2014

Department:SheriffProgram Contact:Harry SmithProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Professional Standards consists of the Inspections Unit and the Internal Affairs Unit (IAU). Inspections ensures the agency's operations and staff conform to established policies, procedures, existing laws, and ethical standards through scheduled and unscheduled inspections and audits. IAU investigates allegations of employee misconduct to ensure accountability of MCSO public employees. Professional Standards is headed by an Inspector who reports directly to the elected Sheriff.

#### **Program Summary**

Professional Standards ensures accountability through continual inspections and investigations of MCSO operations and personnel. The Inspections Unit develops policies and procedures based on public safety industry best practices. The unit inspects and audits MCSO operations and correctional facilities, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety education and training. The Inspections Unit conducts performance audits of specific operations to discover and correct policy deficiencies. The Internal Affairs Unit conducts independent investigations of allegations of employee misconduct to ensure the integrity of and confidence in MCSO employees. Each complaint is initially evaluated by a Pre-Investigative Assessment. IAU investigations are conducted in accordance with established due process requirements to ensure accountability of not only employees but the IAU process itself.

MCSO is an agency whose sworn members are authorized by law to arrest and confine citizens against their will. Its sworn members are authorized under justifiable circumstances to take human life. With that enormous responsibility and potential liability, the public deserves assurance that the agency is conducting its mandated duties lawfully, efficiently, and in the most cost-effective manner possible. Professional Standards, operating independent of the chain-of-command and reporting directly to the Sheriff, an elected official in charge of the agency, ensures that accountability.

Performan	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total audits of Agency properties and assets and total inquiries	107	120	120	120		
Outcome	Number of processed complaints that required a full IAU investigation	45	35	40	40		
Output	Number of complaints processed via Pre-Investigative Assessment	114	140	150	150		
Outcome	Number of cases initiated to investigate leave abuse	14	5	10	10		

#### **Performance Measures Descriptions**

"Total internal audits..." includes: narcotics case audits, weapons audits, weapons destruction processing, program unit audits, property audits, safety inspections, and quality control audits. "Total inquiries" includes investigation and response to security threats to the Multnomah Building (from audit files). "Number of processed complaints..." are those that may result in formal discipline (from IAU databases). "Number of complaints..." is the overall number of complaints received by IAU (from IAU databases). "Number of cases..." data from IAU databases.

## **Legal / Contractual Obligation**

Labor contracts: Deputy Sheriff's Assn.: Article 19 Local 88: Article 17 Mult. Cty. Corr. Deputies Assn: Article 18, MCSO Agency manual

### **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$915,564	\$0	\$947,519	\$0
Contractual Services	\$71,444	\$0	\$72,873	\$0
Materials & Supplies	\$27,102	\$0	\$27,644	\$0
Internal Services	\$88,878	\$0	\$94,656	\$0
Total GF/non-GF	\$1,102,988	\$0	\$1,142,692	\$0
Program Total:	\$1,102,988		\$1,14	2,692
Program FTE	6.00	0.00	6.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60005 MCSO Professional Standards



#### Program #60010 - MCSO Business Services Admin

4/18/2014

Department:SheriffProgram Contact:Drew BroshProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Division administration provides administrative leadership and strategic direction to the Sheriff's Office Business Services Division. The Division administration turns Sheriff's policies and directives into the Program offers that serve citizens in Multnomah County and support functions within the Corrections and Law Enforcement Divisions.

#### **Program Summary**

Business Services is responsible for financial management, information technology (CJIS), planning and research analysis, corrections support, and training. The programs operated by Business Services support both the Corrections and Law Enforcement Divisions which directly contribute to citizens feeling safe at home, work, school and in recreation – primarily the public safety system, social conditions and communities. Programs offered hold offenders accountable for their actions. The Business Services Chief Deputy is responsible for policy development, assignment of resources, and oversight for all Division functions. The Business Services Chief Deputy ensures that programs are assessed for cost effectiveness, are culturally competent, and structured to complement each other within the Sheriff's Office and Multnomah County government.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Performance Measures Met within Division	69%	90%	70%	90%	
Outcome	Corrections Deputy Vacancies Filled	24	25	34	45	

#### **Performance Measures Descriptions**

The growing number of vacancies in the Corrections Deputy job classification, combined with the growing number of anticipated retirements, has made management of Corrections Deputy vacancies a major focus of MCSO budget management over the next 5 years. The Corrections Division makes up 67% of the MCSO budget overall, with nearly 80% of that cost directly related to personnel.

### **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$381,156	\$0	\$393,697	\$0
Contractual Services	\$12,475	\$0	\$12,724	\$0
Materials & Supplies	\$895,767	\$0	\$1,080,218	\$0
Internal Services	\$14,656	\$0	\$25,722	\$0
Total GF/non-GF	\$1,304,054	\$0	\$1,512,361	\$0
Program Total:	\$1,304,054		\$1,51	2,361
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$758,338	\$0	\$762,388	\$0
Total Revenue	\$758,338	\$0	\$762,388	\$0

# **Explanation of Revenues**

General Fund:

\$1000 - CD/DVD Sales of Faces of Meth

\$2500 - Donations to Faces of Meth Program

\$758,888 - Departmental Indirect Revenue

# Significant Program Changes

Last Year this program was: 60010 MCSO Business Services Admin

Increase in Communications due to increased rate charges by BOEC to unincorporated portion of Multnomah County.



#### Program #60012 - MCSO Criminal Justice Information Systems

4/18/2014

Department:SheriffProgram Contact:Andrew PotterProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Criminal Justice Information Systems (CJIS) Unit's goal is to provide the highest quality, most cost effective IT services to MCSO users, so that they can provide exemplary service for a safe livable community. The CJIS Unit strives to provide the right information to the right people in a timely manner to make informed decisions.

#### **Program Summary**

The MCSO CJIS Unit supports all aspects of IT for the Sheriff's Office, including but not limited to PCs, laptops, servers, printers, directory services (including email, authentication and security), mobile computer systems in the MCSO fleet and a number of CJIS and non-CJIS applications. MCSO currently supports upwards of 3000 users, between our internal users and partner agency users, which all need access to SWIS, IWS (Mugshot system) and other MCSO supported shared applications. The CJIS Unit works closely with Justice Partner agencies to provide their users access to MCSO applications. MCSO CJIS also supports external partners' access and authentication to MCSO CJIS applications as well as public access to MCSO data via our web site at www.mcso.us. MCSO CJIS is a partner with Multnomah County District Attorney IT, Portland Police IT and Multnomah County IT in collaborative work to benefit our agencies and our customers.

MCSO CJIS supports over 500 desktop PCs, 100 mobile data connections, 150 network printers, 100 servers and over 3000 users between MCSO staff, volunteers and External Partners needing access to MCSO CJIS Applications and IT Systems.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of work orders completed	4,149	4,200	3,800	4,000		
Outcome	Average time to complete work orders (hours)	110	125	90	100		

#### **Performance Measures Descriptions**

Note: some work orders take several days or weeks to complete, while others are completed within a few minutes. How long projects are tracked was modified which resulted in reducing time and the total number of tickets.

### **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,047,305	\$0	\$1,186,887	\$0
Contractual Services	\$20,450	\$0	\$20,859	\$0
Materials & Supplies	\$345,341	\$0	\$580,248	\$0
Internal Services	\$3,259,343	\$0	\$3,183,773	\$0
Total GF/non-GF	\$4,672,439	\$0	\$4,971,767	\$0
Program Total:	\$4,67	\$4,672,439		1,767
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$2,700	\$0	\$6,100	\$0
Total Revenue	\$2,700	\$0	\$6,100	\$0

#### **Explanation of Revenues**

General Fund:

\$3600 - Requests for Arrest Reports

\$2500 - Crime Capture Reports - PPB/Gresham/FBI

#### Significant Program Changes

Last Year this program was: 60012 MCSO Criminal Justice Information Systems

Increase in Repairs/Maint due to kiosk installation project costs from facilities. Increase in Supplies for replacement of Toughbooks for the Patrol Unit and the Close Street Supervision Unit.



#### Program #60013 - MCSO Fiscal Unit

4/18/2014

Department:SheriffProgram Contact:Wanda YantisProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The MCSO Fiscal Unit program provides comprehensive financial services to the Multnomah County Sheriff's Office in support of the agency's public safety operations. The Sheriff's Office annual budget is over \$120 million dollars and is funded from a variety of sources including County general fund; State and Federal grants, intergovernmental agreements; service fees and contracts; as well as through service agreements with local jurisdictions.

#### **Program Summary**

The Fiscal Unit gathers financial data, enters and processes transactions through the County financial system (SAP), conducts analysis, and reports financial information to the management team so that strategic operational decisions can be made. The Fiscal Unit makes certain that funds are available for running the agency's operating programs and documents their use by performing: budget development, modification and monitoring; fiscal projections; accounts receivable and payable; inmate welfare fund accounting and deposits; contract development and monitoring; grant accounting; travel and training processing; as well as monitoring County internal service reimbursements.

The Fiscal Unit provides monthly financial reports to management and information for the County's annual audit. Oregon budget law, County financial policies, County administrative procedures and internal controls are implemented and upheld by the Fiscal Unit. The Fiscal Unit works with the Planning & Research Unit and the Executive Office in providing information to the public.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent of payments over 60 days	3.8%	5%	3.7%	4%		
Outcome	Number of accounts payable payments made	4,133	5,000	3,800	5,000		

#### **Performance Measures Descriptions**

County policy is to have payments made within 30 days of invoice, the data is from SAP on actual payment date versus invoice date. The Outcome measure of payments made reflects the volume of checks processed by the unit with the outcome of vendors paid.

#### **Legal / Contractual Obligation**

Assist in the contract development and procurement process as well as provide accounting and time information reports on contracts, grants and IGA's for the Sheriff's Office.

ORS Chapter 294 — County and Municipal Financial Administration

ORS 206.020 Keeping records of and disposition of fees.

ORS 294.085 Examining books and papers of county officers.

ORS 297.515 County audits include judicial and law enforcement agencies and officers

#### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$699,998	\$0	\$799,324	\$0
Contractual Services	\$908	\$0	\$926	\$0
Materials & Supplies	\$13,264	\$0	\$13,529	\$0
Internal Services	\$67,021	\$0	\$69,593	\$0
Total GF/non-GF	\$781,191	\$0	\$883,372	\$0
Program Total:	\$781	\$781,191		3,372
Program FTE	6.00	0.00	7.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 60013 MCSO Fiscal Unit

Moved 1 Fiscal Specialist 1 FTE from Program Offer 60045-15 MCSO Inmate Welfare to this Program Offer.



#### Program #60014 - MCSO Time & Attendance Unit

4/18/2014

Department:SheriffProgram Contact:Wanda YantisProgram Offer Type:SupportProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Time and Attendance Unit's role is to provide time entry, audit, and reporting to management ensuring that agency staff are accurately paid as well as policies, contract language, and work rules are being consistently followed. The Unit works with employees and management to resolve any overpayment/underpayment issues that occur.

#### **Program Summary**

The Time & Attendance Unit's responsibility is to enter and report working and non-working time accurately and in a timely manner for the approximately 800 Sheriff's Office employees. The Sheriff's Office is a 24 hour, 365 days per year operation with many different employee schedules. The Unit performs time audits before the payroll cycle is run to ensure that employees are accurately paid and issues are found before they become paycheck problems.

The management of time is an important element to the efficient use of public money and is a common issue in 24/7 public safety operations across the nation. The Time & Attendance Unit is a major component of the Sheriff's Office time management and accountability initiative which includes appropriate levels of staffing; use of overtime; use of planned time off such as vacation, personal holidays, and comp time; and the use of sick leave.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Total time entry hours approved per year	1,778,265	1,850,000	1,787,241	1,800,000			
Outcome	Percent of special checks issued due to time entry	17.2%	15%	26.1%	18.2%			

#### **Performance Measures Descriptions**

"Percent of special checks issued due to time entry" is the number of special checks issued due to a time entry error (from the Payroll Supervisor) divided by the total number of special checks issued (from SAP). The actual numbers are up this year due to a vacant position and the use of temporary staffing. "Total time entry hours approved..." measures the outcome of the time entry process which is then processed by County Central Payroll resulting in paychecks issued.

## **Legal / Contractual Obligation**

Local 88 Contract; Multnomah County Deputy Sheriff's Contract; Multnomah County Corrections Deputy Association Contract; Multnomah County Personnel Rules; Federal Fair Labor Standards Act; Oregon BOLI laws

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$430,577	\$0	\$433,856	\$0
Materials & Supplies	\$13,543	\$0	\$13,811	\$0
Internal Services	\$53,991	\$0	\$54,830	\$0
Total GF/non-GF	\$498,111	\$0	\$502,496	\$0
Program Total:	\$498,111		\$502	2,496
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 60014 MCSO Time & Attendance Unit



## Program #60015 - MCSO Planning & Research Unit

4/18/2014

**Department:** Sheriff **Program Contact:** Shea Marshman

Program Offer Type: Support Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Planning and Research Unit provides research and analysis services along with technological solutions to the Sheriff's Office to support policy decisions, budget development, and operational effectiveness. Data analysis, reports, and webbased business application tools from this unit meaningfully inform the Sheriff's Office, local public safety partners, and the public as well as supporting the daily operations of the agency.

#### **Program Summary**

The Planning and Research Unit supports the needs of the Sheriff's Office through data analysis and web-based development.

Data analysis functions include producing information for policy decisions, budget development, and program support. Specific projects include activity-based costing, budget performance measures, and jail population monitoring. With access to multiple data systems and an effective knowledge of analysis tools, this unit works on issues ranging from examining complex public safety systems to specialized data requests. Specific, ongoing projects include daily reporting of emergency population release data and monthly statistics for jail population, bookings, and the average length of stay for arrestees, pretrial inmates, and sentenced offenders. The unit also engages in cost benefit analysis studies to find and explain appropriate staffing levels. These studies include analyses on compensatory time, overtime, sick time and overall leave. Data analysis and reporting for Sheriff's office program activities is essential to effective budgeting, sound policy, and public accountability.

Web-based development and functions include the support and creation of the technological applications necessary to agency operations. The Planning and Research Development Analyst supports the functions of Telestaff, MCSO's scheduling and staff tracking tool. This facilitates the effective management of 24/7 operations and staffing for a wide range of posts.

Web-based corrections population management tools like CIMS and EZ Writer, developed by the unit's development analyst, are maintained and continue to be enhanced to ensure the safe management of the jail facilities through seamless electronic communication of inmate status. Additional projects include applications that facilitate firearms tracking, database creation tools for human trafficking investigations, and web-based community engagement platforms designed to keep the public informed about the work of the Sheriff's Office.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of quantitative analytics	1,443	1,500	1,618	1,500		
Outcome	Number of qualitative analytics	534	600	418	600		
Output	Number of work requests for CIMS, EZ Writer, and Telestaff	333	300	376	350		

#### **Performance Measures Descriptions**

Quantitative analytics refers to numeric documents, datasets, spreadsheets produced and/or analyzed. Qualitative analytics refers to narrative documents produced and/or analyzed. Data do not include files not produced in Excel or Word. Data source: Excel and Word files modified between 7/1/2012 and 6/30/2013 found in U:\P&R\ and U:\RAU\.

<sup>&</sup>quot;Number of work requests..." include request entered into the "Track It" system.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$663,615	\$0	\$646,364	\$0
Contractual Services	\$3,970	\$0	\$0	\$0
Materials & Supplies	\$1,476	\$0	\$5,556	\$0
Internal Services	\$38,977	\$0	\$39,852	\$0
Total GF/non-GF	\$708,038	\$0	\$691,771	\$0
Program Total:	\$708,038		\$691,771	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60015 MCSO Planning & Research Unit



#### Program #60021 - MCSO Corrections Support

4/18/2014

Department:SheriffProgram Contact:Joyce GriffinProgram Offer Type:SupportProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Corrections Support Unit maintains records and data concerning every arrestee, pretrial inmate and sentenced offender in MCSO custody. Corrections Support processes inmate bookings, transports, release dates, court orders, release information, and monitors Federal prisoners. CSU also answers the main in-coming public telephone line for the Corrections system, and processes the Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. Corrections Support is currently staffed 24 hours per day, 365 days per year.

#### **Program Summary**

Corrections Support creates and maintains computerized bookings and releases, captures all inmate mug shots, processes all inmate court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for inmates and case manages all Federal inmates, Parole and Probation inmates and Fugitive inmates. Corrections Support provides receptionist duties for the MCDC, processes and releases Forced Releases when a Population Emergency arises, answers the primary public telephone line for all Multnomah County Jails, scans and maintains all custody documents according to State archive rules and regulations and schedules and monitors all persons sentenced to serve weekend sentences.

Corrections Support has the responsibility to ensure all arrestee information is entered into multiple criminal justice information systems correctly, quickly and efficiently. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, Corrections Support must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. Corrections Support must be diligent in safeguarding the rights of all inmates and arrestees, thereby limiting the county's liability exposure. Corrections Support work extremely closely and cooperatively with other agencies such as the United States Marshal's Service, US Department of Homeland Security, the State of Oregon Court system, the District Attorney's office, and the Department of Community Justice of Multnomah County.

Corrections Support processes and performs the duties associated with Forced Population Releases which occur during a jail population emergency. This ensures the "least dangerous" offenders are released to the community.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of computer bookings	39,192	37,500	40,000	39,000		
Outcome	Number of sentence release date calculations	14,135	14,500	14,000	14,000		

#### **Performance Measures Descriptions**

Computer bookings include Standard, In Transit, and Turn Self In bookings.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$3,387,298	\$0	\$3,463,123	\$0
Contractual Services	\$4,182	\$0	\$4,265	\$0
Materials & Supplies	\$69,983	\$0	\$71,382	\$0
Internal Services	\$21,254	\$0	\$25,641	\$0
Total GF/non-GF	\$3,482,717	\$0	\$3,564,411	\$0
Program Total:	\$3,482,717		\$3,56	4,411
Program FTE	37.00	0.00	37.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,000	\$0	\$8,000	\$0
Service Charges	\$120,000	\$0	\$120,000	\$0
Total Revenue	\$121,000	\$0	\$128,000	\$0

# **Explanation of Revenues**

General Fund: \$120,000 - Social Security Incentive Revenue \$8000 - Report Requests

# **Significant Program Changes**

Last Year this program was: 60021 MCSO Corrections Support



#### Program #60022 - MCSO Training Unit

4/18/2014

Department: Sheriff Program Contact: Mark Matsushima

Program Offer Type: Support Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Training Unit provides the coordination of courses and instruction to meet training requirements for law enforcement, corrections and civilian members. The Training Unit ensures compliance with federal and state laws, MCSO policy, work rules, safety considerations and professional standards, as well as addressing the needs and direction of agency leadership.

#### **Program Summary**

The Training Unit delivers the training required by law and administrative rule, and training necessary for certification maintenance, to manage risk, and to support major policy focuses for each year. The Training Unit delivers this through annual in-service training, firearms/defensive tool (see bullet point below for details) training and certification, recruit and new supervisor field training programs, individual unit training support and records maintenance. The Training Unit ensures each member is equipped to perform the necessary duties to support his or her operational task. The Training Unit maintains requirements for all uniform presence in the community, including schools, waterways, patrol districts, courts and jails to ensure reliable and responsible public interaction and protection. The Training Unit ensures state requirements are met regarding newly hired enforcement and corrections deputies field training programs and basic certifications.

Additionally, all sworn members attend mandated occupational health training. MCSO Firearms/Defensive tools consist of Pistol, Rifle, TASER, OC, Baton, Shotgun (lethal), Shotgun (less-Lethal), 40 MM (less-Lethal), Pepper Ball Gun (less-Lethal), FN 303 (less-Lethal).

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Training sessions held	452	585	520	545		
Outcome	Students receiving training	6560	5800	3700	6300		
Output	Firearm and defensive tool training	244	275	150	200		
Outcome	Qualifications, certifications and re-certs to carry firearms/defensive tools	1700	2600	1140	1600		

#### **Performance Measures Descriptions**

"Training sessions held" includes in-service training, special classes offered, firearms qualification sessions, ORPAT sessions, classes hosted by MCSO. "Number of students..." is the number of students served (individuals may represent multiple students). "Number of firearm..." is the training sessions offered in training, qualification, certification, and recertification in firearms, OC, TASER, baton, and other weapons. "Number of qualifications..." is each member's certifications each year, which require multiple training sessions. Data from Skills Manager database.

Basic certification requirement for law enforcement and corrections - Oregon Administrative Rule 259-008-0025 (1)(a) Certification requirements for enforcement and corrections supervisors - OAR 259-008-0025 (3) Certification requirements for enforcement and corrections middle managers - OAR 259-008-0025 (4) Law Enforcement members must additionally maintain a certain number and type of training hours under maintenance standards for police - OAR 259-008-0065 (2) (a,b) The Training Unit command officer is designated by the agency to report and track all convictions of sworn members to DPSST, a requirement under OAR 259-008-0010 (5)

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$816,861	\$7,624	\$856,082	\$7,511
Materials & Supplies	\$158,007	\$6,294	\$161,168	\$6,367
Internal Services	\$118,635	\$1,082	\$122,995	\$1,122
Total GF/non-GF	\$1,093,503	\$15,000	\$1,140,245	\$15,000
Program Total:	\$1,108,503		\$1,15	5,245
Program FTE	6.00	0.00	6.00	0.00

Program Revenues						
Indirect for Dept. Admin	\$781	\$0	\$797	\$0		
Service Charges	\$0	\$15,000	\$0	\$15,000		
Total Revenue	\$781	\$15,000	\$797	\$15,000		

#### **Explanation of Revenues**

Special Ops Fund:

\$15,000 - Reimbursement for Usage of Training Facility

### Significant Program Changes

Last Year this program was: 60022 MCSO Training Unit



#### Program #60023A - MCSO Crisis Intervention Training - Patrol Enhanced

4/18/2014

Department: Sheriff Program Contact: Mark Matsushima

Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed

**Related Programs:** 60023B-15; 60023C-15 **Program Characteristics:** One-Time-Only Request

### **Executive Summary**

To provide the basic 40 hour Crisis Intervention Training block of instruction directed at public safety staff in identifying and working with persons in mental health crisis. This includes identification of mental illnesses; gaining a greater understanding of persons in mental health crisis; strategies for working with the mentally ill; communication and deescalation techniques; legal challenges of commitment hearings and alternatives to commitment; and a greater understanding of emergent and community based services.

#### **Program Summary**

Past Program Offer #60050A-MCSO CIT-Law Enforcement was adopted to meet the requirements of Board Resolution 06-185 and law enforcement professional standards and practices that all law enforcement deputies to receive a base level (40 hours) of Crisis Intervention Training (CIT). This training provides a "toolbox" of "best practices" response and services to persons in mental health crisis in rapidly evolving critical and non-emergency contact circumstances. The original funding for this program ended in 2007 with all law enforcement deputies employed at the time having completed the training.

Since the end of the original funding, thirty four new law enforcement deputies have been hired and are in need of this base level of CIT training. This current program offer is MCSO's continuing dedication and plan to adhere to the Board's existing resolution and law enforcement standards and practices in providing this focused training to best serve a vulnerable population.

MCSO training will follow the standardized CIT training model as offered by the Clackamas County Sheriff's Office including nationally recognized certification in Mental Health First Aid. Following this model curriculum ensures standardization and consistency in training, and coordination and facilitation of the training by MCSO also provides for a cost effective alternative to contracting with outside service providers.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of students trained	-	-	-	33			
Outcome	Percent of sworn members in enforcement division that are trained	-	-	-	35%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$71,500	\$0
Contractual Services	\$0	\$0	\$4,600	\$0
Materials & Supplies	\$0	\$0	\$5,000	\$0
Total GF/non-GF	\$0	\$0	\$81,100	\$0
Program Total:	\$	\$0		,100
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was:



#### Program #60030 - MCSO Corrections Division Admin

4/18/2014

Department:SheriffProgram Contact:Michael Shults

Program Offer Type: Administration Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Corrections Division administration provides administrative leadership and strategic direction to the Sheriff's Office Corrections Division. The Division administration turns Sheriff's policies and directives into the Correction's program offers that support the citizens of Multnomah County by providing safe and humane processing of arrestees and constitutionally sound supervision of pretrial inmates and sentenced offenders.

#### **Program Summary**

The Corrections Division provides correctional supervision and services within the Sheriff's Office. The Division's priorities are to enhance public safety by ensuring that jail system capacity is maintained and properly supervised, and to collaborate with the Department of Community Justice and other criminal justice partners to create an effective corrections continuum.

The programs operated by the Corrections Division support key factors in citizens feeling safe at home, work, school and play

- namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide opportunities for treatment, provide rehabilitation resources and pro-social cognitive training.

Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination and management to the Divisions, working with the operational managers and the Executive Office to ensure cost-effective and culturally competent programs for Multnomah County.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Percent performance measurements met in Division	93%	90%	90%	90%		
Outcome	Number of voluntary resignations in Division	33	20	38	20		

## **Performance Measures Descriptions**

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin.

"Number of voluntary resignations" come from Human Resources. The number provides a view of organizational health.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$787,287	\$371,161	\$757,989	\$0
Contractual Services	\$307,869	\$0	\$314,026	\$0
Materials & Supplies	\$76,335	\$0	\$77,862	\$0
Internal Services	\$48,248	\$28,839	\$56,261	\$0
Total GF/non-GF	\$1,219,739	\$400,000	\$1,206,137	\$0
Program Total:	\$1,619,739		\$1,20	6,137
Program FTE	3.00	0.00	4.82	0.00

Program Revenues				
Indirect for Dept. Admin	\$20,822	\$0	\$0	\$0
Intergovernmental	\$0	\$400,000	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$1,250	\$0
Service Charges	\$2,000	\$0	\$700	\$0
Total Revenue	\$22,822	\$400,000	\$1,950	\$0

## **Explanation of Revenues**

General Fund: \$700 - Marriage Fees & Room and Board \$1250 - Restitution Fines

### Significant Program Changes

Last Year this program was: 60030 MCSO Corrections Division Admin

Move 1.82 FTE from Program Offer 60040A-15 MCSO Detention Center to this program Offer.

Move SCAAP Grant funding from this program offer to Program Offer 60040A-15 MCSO Detention Center program offer.



#### Program #60032 - MCSO Transport

4/18/2014

**Department:** Sheriff **Program Contact:** Raimond Adgers

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Transport Unit is responsible for moving pretrial inmates and sentenced offenders to courts, Multnomah County Corrections facilities, State Corrections Institutions, and to act as one of the Hub locations for the multi-state cooperative transport system. The transport Unit also provides transportation assistance to the Court Services Unit for the transports of high risk inmates to and from the corrections facilities and the courts to include transports of adult offenders appearing in Juvenile courts.

#### **Program Summary**

The Transport Unit interfaces with all MCSO Corrections facilities and the court system. In addition to transporting inmates among the jail facilities and to court, the unit transports inmates released by the courts, transferred to State Prisons, the State Hospital and at times to medical appointments outside of corrections facilities. The Transport Unit also is a main component of the Multi-state Cooperative Transport System, which shares resources to move inmates among different jurisdictions in various sized buses and vans. The Transport Unit moves inmates to Eastern Oregon once a week and to Salem twice a week as part of the coordinated multi-state shuttle system.

The Transport Unit contributes to Public Safety by supporting offender accountability as part of the Multnomah County jail system. The function also enhances Government Accountability with taxpayer savings as a result of the Multi-state Cooperative Transport System that cost-effectively moves prisoners among jurisdictions.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of inmates moved	49,050	60000	49,500	60,000		
Outcome	Number of major incidents	3	10	4	5		
Outcome	Number of miles traveled	193,205	190,000	192,000	193,000		

#### **Performance Measures Descriptions**

Data taken from Transport Unit daily stats placed in excel program. Numbers of inmates moved is predicated on intrasytem transports and local and statewide use of the interstate HUB system. MCSO is designated as 1 of 3 HUB to centralize transport connections between counties within the state of oregon connecting to bordering states

ORS 206.010 Duties of Sheriff (3) ORS 169.320 Control of Prisoners ORS. 169.076 (14) Legal materials/access

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,362,388	\$0	\$2,544,166	\$0
Materials & Supplies	\$32,533	\$0	\$33,183	\$0
Internal Services	\$217,271	\$0	\$192,626	\$0
Capital Outlay	\$5,424	\$0	\$5,424	\$0
Total GF/non-GF	\$2,617,616	\$0	\$2,775,400	\$0
Program Total:	\$2,61	\$2,617,616		5,400
Program FTE	16.00	0.00	16.00	0.00

Program Revenues					
Service Charges	\$50,000	\$0	\$20,000	\$0	
Total Revenue	\$50,000	\$0	\$20,000	\$0	

## **Explanation of Revenues**

General Fund:

\$20,000 - Interstate Fugitive Shuttle and Transfer of State Wards

# **Significant Program Changes**

Last Year this program was: 60032 MCSO Transport



#### Program #60033A - MCSO Booking & Release

4/18/2014

**Department:** Sheriff **Program Contact:** Mary Lindstrand

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

Booking is the process by which persons subject to arrest enter the criminal justice system. The MCSO Booking Facility serves all Law Enforcement agencies in the county; safely and efficiently admitting and releasing arrestees, and readying them for transfer to both MCSO facilities and outside agencies. The Booking Facility has 18 beds that are included in the jail system bed count.

#### **Program Summary**

Booking is located in the basement of the Multnomah County Detention Center. Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained staff process these people to safely admit them to the criminal justice system. The booking process includes thorough checks for identity and for possible additional warrants.

Booking works collaboratively with Corrections Health who provide medical screening and care to those arrested. A registered nurse from corrections health sees each person to identify and isolate individuals who appear potentially contagious, seriously ill, injured or dangerous, thus protecting the health and safety of the person, the staff, and the community. Also, as part of the booking process, the Recog Unit interviews all defendants with a pending local charge.

Release, located on the second floor of MCDC, is the office through which every arrestee and inmate who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the "Enter" and "Exit" doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Corrections Health is the only health care available inside the jail.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of standard and in transit bookings processed	37,434	36,700	38,604	36,700			
Outcome	Number of releases processed to MCDC	37,419	36,800	38,820	36,800			

## **Performance Measures Descriptions**

The number of bookings processed and the number of releases processed to MCDC are distinct measures. Per Captain Lindstrand, booking is a program that processes arrestees into the corrections system. The booking process includes search, identification, corrections health and state recog as well as property storage. Booking is a process and not a program per se. Release is a function that supports booking as well as the entire system. Programs may be associated with release as to placement and transition back into the community.

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under those same laws, local detention facility managers are mandated to operate safe and humane facilities. The right to health care in jail is legally mandated under Federal and state law. When an individual is arrested and incarcerated, the obligation for health care falls upon the government as a matter of constitutional law, enforceable under the U.S. Constitution's 8th Amendment and the 14th Amendment's due process clause.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$8,030,998	\$0	\$7,743,772	\$0
Materials & Supplies	\$271,766	\$0	\$277,201	\$0
Total GF/non-GF	\$8,302,764	\$0	\$8,020,973	\$0
Program Total:	\$8,302,764		\$8,02	0,973
Program FTE	58.24	0.00	58.24	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

## Significant Program Changes

Last Year this program was: 60033A MCSO Booking & Release



### Program #60033B - MCSO Gresham Temporary Hold

4/18/2014

**Department:** Sheriff **Program Contact:** Mary Lindstrand

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Gresham Temporary Holding (GTH) operation, located at the Gresham Police Department, is designed to reduce transportation time and cost by allowing officers with arrestees to transfer custody to the Sheriff's Office in Gresham, rather than at the Sheriff's main booking facility in downtown Portland. The cost to operate Gresham Temporary Hold facility is much less than the cost of patrol resources lost by transporting arrestee's to the downtown Portland booking facility.

### **Program Summary**

Booking is the process by which the suspected offender on the street becomes the arrestee in custody. Gresham Temporary Holding serves all Law Enforcement agencies in East county, safely and efficiently admitting and readying arrestees for transfer to the Sheriff's booking facility at the Multnomah County Detention Center. Arrestees are screened for appropriate charges and medical concerns, and if found suitable for temporary holding, are admitted into Sheriff's Office custody. The arrestee is then searched, arrestee property is receipted and the arrestee awaits transport to the Detention Center downtown.

GTH saves time for patrol, allowing them to maximize resources, livability, and the feeling of safety for all east Multnomah County residents.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of inmates accepted	1,535	1,448	1,556	1,500			
Outcome	% inmates accepted successfully transported to MCDC	100%	100%	100%	100%			

#### **Performance Measures Descriptions**

It is estimated that for each inmate accepted at Gresham Temp Holding two hours of officer time is saved. GTH data come from the monthly GTH report.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$146,348	\$0
Total GF/non-GF	\$0	\$0	\$146,348	\$0
Program Total:	\$0		\$146	5,348
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$0	\$0	\$80,493	\$0
Total Revenue	\$0	\$0	\$80,493	\$0

## **Explanation of Revenues**

General Fund:

\$66,412 - Gresham PD portion of Gresham Temp Hold services

\$4260 - Fairview PD portion of Gresham Temp Hold services

\$9821 - Troutdale PD portion of Gresham Temp Hold services

## **Significant Program Changes**

Last Year this program was:



### Program #60034A - MCSO Court Services - Courthouse

4/18/2014

**Department:** Sheriff **Program Contact:** Raimond Adgers

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Multnomah County Sheriff's Office Court Services Unit provides for the protection of the courts, judicial staff and the public and provides for a safe courtroom environment. Additional duties include escorting inmates determined high risk from corrections facilities to and from court proceedings, taking persons into custody when ordered by the court, providing public service within the court building, and maintaining safe and secure Court Holding areas for inmates. Deputies while on duty are on-call for emergency response to all locations throughout the Courthouse.

#### **Program Summary**

The Court Services Unit (CSU) provides security for and interacts with the State Courts at the Multnomah County Courthouse, and is on-call to provide security to the Arraignment Court at the Justice Center. CSU is responsible for the supervision of inmates in court, which includes operation of Court Holding areas. Deputies also provide security escorts to and from vehicle transport and supplement security in the lobby and courthouse building. Depending on the behavior, charges and classification of the inmate, it may require more than one deputy be present in the courtroom. CSU supervises an average of 60-80 court matters a day. These proceedings may take 30 minutes, or up to a 8-10 hour day(s) if the matter is a jury trial. The Court Security Deputies conduct intra-system transports to and from the juvenile detention and the courthouse. These transports become more detailed in safety as need for separation of juvenile defendants from adult defendants.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of individuals taken into custody	974	2200	1000	1200		
Outcome	Number of court proceedings requiring a staff member	9,234	10,100	9,400	9,500		

## **Performance Measures Descriptions**

"Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Courthouse Facility stats which are recorded daily.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$3,249,831	\$0	\$3,369,946	\$0
Contractual Services	\$2,935	\$0	\$2,994	\$0
Materials & Supplies	\$101,142	\$0	\$103,168	\$0
Internal Services	\$256,249	\$0	\$291,359	\$0
Total GF/non-GF	\$3,610,157	\$0	\$3,767,467	\$0
Program Total:	\$3,610,157		\$3,76	7,467
Program FTE	23.00	0.00	23.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

## **Significant Program Changes**

Last Year this program was: 60034A MCSO Court Services - Courthouse



#### Program #60034B - MCSO Court Services - Justice Center

4/18/2014

**Department:** Sheriff **Program Contact:** Raimond Adgers

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Sheriff's Office Court Security Unit includes provisions for court security and safety at the Multnomah County Justice Arraignment courts, escorting inmates from jails to court proceedings and taking persons into custody when ordered by the court. Court security is an integrated approach to the judicial process that ensures the integrity and safety of the court system and its participants, by effectively evaluating, planning and pro-actively managing threats and potential threats directed to the court system while providing a safe court environment for the judiciary and all attending from the public.

#### **Program Summary**

The Court Services Unit provides security for the four Arraignment Courts located at the Justice Center. These are extremely busy with community courts, felony and misdemeanor arraignments and hearings, with both in custody and numerous defendants from the public, creating the need for a safe courtroom environment.

The Sheriff is mandated to provide security for the Courts and to provide safe and secure access to the court(s) for inmates, a direct link to Offender Accountability. Arraignment is the first step of the court process for a defendant and critical to the court process. Lack of court security would create severe delays, due to increased security concerns.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of court proceedings requiring a staff member	480	550	500	525		
Outcome	Number of major incidents	5	8	7	8		

## **Performance Measures Descriptions**

"Major incidents" include use of force incidents, escapes, medical and disruptive behavior by court participants which result in their exclusion. Data retrieved from Justice Center Court tracking sheets.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$977,027	\$0	\$1,018,699	\$0
Materials & Supplies	\$4,495	\$0	\$4,585	\$0
Internal Services	\$530	\$0	\$610	\$0
Total GF/non-GF	\$982,052	\$0	\$1,023,894	\$0
Program Total:	\$982,052		\$1,02	3,894
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60034B MCSO Court Services - Justice Center



### Program #60034C - MCSO Court Services - JJC

4/18/2014

**Department:** Sheriff **Program Contact:** Raimond Adgers

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This offer provides for Law Enforcement Deputy Sheriff services to the court(s) of the Juvenile Justice Complex. Deputies assigned to the Juvenile Justice Complex are part of an integrated approach to the juvenile judicial process which ensures the integrity and safety of the juvenile courts, its participants and the facility by effectively evaluating, planning and proactively managing safety and potential threats toward the court system. Deputies also deliver juvenile defendants to and from court matters as required by state statute.

#### **Program Summary**

Deputy Sheriff Services are necessary to both the delivery of defendants and security of the court facility and operation. Deputy Sheriff presence allows for response to incidents within the court rooms and facility as a whole. Deputies assigned assist with coordination of internal movement of juveniles with detention staff and counselors to court proceedings and attorney visitation. The Deputy's presence in the courtroom is essential for safety to the judiciary, staff and public as many of the proceedings convene as family dependency cases, related domestic cases and Measure 11 youth. In additional to court system responsibilities, deputies conduct transports of juveniles to and from Oregon Youth Authority facilities, at times assisting in transporting juveniles to court proceedings arranged at the courthouse in downtown Portland. The Sheriff is mandated to provide security for the Courts and to provide access to the court for juvenile defendants, a direct link to Offender Accountability. Delays can result in criminal justice complications, which may lead to legal action or other proceedings by the Courts. Delays also contribute to slow courts.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of persons taken into custody	85	150	138	140	
Outcome	Calls for assistance	337	325	325	330	

## **Performance Measures Descriptions**

Number of persons taken into custody represents the number of "book and keeps" and warrants. "Calls for assistance" are calls for law enforcement deputies to assist in courtrooms, etc.

Data from JJC Court Facility stats.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$255,420	\$0	\$257,424	\$0
Internal Services	\$258	\$0	\$297	\$0
Total GF/non-GF	\$255,678	\$0	\$257,721	\$0
Program Total:	\$255,678		\$257	7,721
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60034C MCSO Court Services - JJC



#### Program #60034D - MCSO Turn Self In Program

4/18/2014

**Department:** Sheriff **Program Contact:** Raimond Adgers

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The (TSI) "Turn Self In" program provides a formal sentencing alternative by which the courts can impose a sentence to incarceration over a period of weekend days. This program allows for an offender to maintain their employment and/or other family and life obligations within the community. Two Corrections Deputy FTE are associated with this program.

#### **Program Summary**

The weekend TSI program operated at the Courthouse Jail Holding area creates budget efficiencies for the County by allowing offenders to serve sentences without needing to utilize all services provided for custody at the County Correctional Facilities. The TSI program minimizes the cost of services to include, medical, overnight stay costs, and minimal need for staffing as associated with jail beds. The TSI program averages 40 to 50 offenders each weekend day.

Offenders serve their weekend time at the Courthouse so as not to interfere with the mainstream jail system and operational processes. For those who are employed or have community obligations acceptable to the court, the TSI sentencing program provides opportunities to maintain employment, support successful reentry into the community while ensuring judgments of the courts are fulfilled. Without the TSI program, judges would have to sentence offenders to probation or jail. With the level of offender normally sentenced to TSI, probation will be the likely option, reducing judicial options supporting Offender Accountability.

In conjunction with the Corrections Volunteer program, offenders sentenced to the weekend TSI program are afforded the opportunity to participate in AA and/or NA meetings. This is a volunteer program and the offender is not required to attend.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Weekend TSIs scheduled	1,688	2,500	1,700	1,800			
Outcome	Percent of Weekend TSIs who show as scheduled	82%	99%	90%	90%			

#### **Performance Measures Descriptions**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$262,217	\$0	\$257,854	\$0
Total GF/non-GF	\$262,217	\$0	\$257,854	\$0
Program Total:	\$262,217		\$257	',854
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60034D MCSO Turn Self In Program



## Program #60035A - MCSO Facility Security - Courts

4/18/2014

**Department:** Sheriff **Program Contact:** Elizabeth Daily

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Facility Security Unit (FSU) is the first level of defense and security for public safety and emergency preparedness in the Multnomah County courts. Facility Security Officers (FSO's) deter the introduction of weapons into the courts by screening entrants via x- ray and magnetometer equipment. The security screening process and the presence of FSO's deter disruptions to court operations.

#### **Program Summary**

The FSU provides external and internal security to the downtown Courthouse, the Justice Center courts, and the Gresham Court through electronic security screening, uniformed presence, and security patrols. The FSOs provide citizens and employees with a safe and secure environment in which to conduct their business by security screening of all persons entering the court facilities. The FSOs, working in collaboration with other agencies and the State Court prevent disruption of services to the public so court business may be conducted in a safe environment. Persons entering the courts may be emotionally distraught, under the influence of intoxicants, or involved in situations of domestic abuse. The FSO's are the first, positive contact point for all of these persons; whether it is for information, referral, or public safety.

The core functions of the FSU are public safety, security, assistance and referral. The presence of uniformed FSO's helps to deter disturbances and criminal activity in the courts; when court operations are interrupted it costs the taxpayers money. The effectiveness of FSO's is seen in the low ratio of exclusions to the number of persons screened.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of persons screened for entry	429,115	550,000	445,000	465,000	
Outcome	Number of exclusions	1	10	6	7	

## **Performance Measures Descriptions**

Courts include Courthouse, Juvenile Justice, Gresham Ct, and MCDC. Data from the FSO statistics database.

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract

ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,084,539	\$472,674	\$1,028,914	\$581,772
Contractual Services	\$226	\$0	\$231	\$0
Materials & Supplies	\$20,420	\$657	\$20,830	\$656
Internal Services	\$0	\$36,778	\$0	\$47,060
Capital Outlay	\$0	\$0	\$122,500	\$0
Total GF/non-GF	\$1,105,185	\$510,109	\$1,172,475	\$629,488
Program Total:	\$1,61	\$1,615,294		1,964
Program FTE	11.60	5.00	10.60	6.00

Program Revenues				
Indirect for Dept. Admin	\$26,554	\$0	\$33,431	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$11,784	\$510,109	\$11,655	\$629,488
Total Revenue	\$38,338	\$510,109	\$45,086	\$629,488

#### **Explanation of Revenues**

General Fund:

\$11,655 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$37.00)

Special Ops Fund:

\$629,488 - Court Revenues for Court Security Services. This amount is based on how much has been received during the first 6 months of Fiscal Year 2014

## **Significant Program Changes**

Last Year this program was: 60035A MCSO Facility Security - Courts

Increase in Capital Equipment for the replacement of x-ray machines and metal detectors.



### Program #60035B - MCSO Facility Security - Jails

4/18/2014

**Department:** Sheriff **Program Contact:** Elizabeth Daily

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Facility Security Officers (FSOs) are the first line of security at the jail facilities. The FSOs who work the Jail Public Desks are often the only contact available to the public and professional persons requiring assistance with inmate business such as bail, visiting, inmate money and inmate property transactions. The FSO's also provide facility security and safety by controlling and monitoring foot and vehicular access to the lower levels of the Multnomah County Detention Center. FSO's provide public safety by their uniformed presence, facility patrols and the security screening of entrants into the jail areas.

#### **Program Summary**

FSOs provide the public contact point for persons, both the public and professionals (i.e. attorneys), who need to conduct inmate business such as visiting, bail, and inmate property and money transactions. FSOs help ensure public safety by acting as a uniformed deterrent to disruptions within the facility, and prevent the introduction of weapons or contraband into jail facilities through visitor screening. The FSU conducts records checks for Facility Property Management, Corrections Health, Programs, Food Service, and others who need access to the jail. The Facility Security Unit (FSU) works closely with other agencies and MCSO units to facilitate inmate business transactions. People are often discouraged when trying to navigate through the criminal justice system, and FSOs provide person to person assistance to the public. The FSOs ensure continuity of jail operations by providing a safe environment for the public to transact their business. The effectiveness of our presence is seen in the low of persons excluded from visitor areas against the high number of service requests forms processed.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number into MCDC and MCIJ	147,369	145,000	162,152	165,000		
Outcome	Number of service requests from jail	74,740	70,000	64,270	67,000		
Outcome	Number of exclusions from MCDC and MCIJ	4	15	2	5		

#### **Performance Measures Descriptions**

Data from the FSO statistics database.

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,849,730	\$0	\$1,891,791	\$0
Contractual Services	\$370	\$0	\$378	\$0
Materials & Supplies	\$33,319	\$0	\$33,985	\$0
Internal Services	\$16,787	\$0	\$39,844	\$0
Capital Outlay	\$0	\$0	\$81,585	\$0
Total GF/non-GF	\$1,900,206	\$0	\$2,047,583	\$0
Program Total:	\$1,900	\$1,900,206		7,583
Program FTE	21.50	0.00	21.50	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 60035B MCSO Facility Security - Jails

Increase in Capital Equipment for the replacement of x-ray machines and metal detectors.



### Program #60035C - MCSO Facility Security - Library

4/18/2014

**Department:** Sheriff **Program Contact:** Elizabeth Daily

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Facility Security Unit (FSU) is the front line of defense and the first visible resource for people requiring public safety assistance within the Multnomah County Library system. Part of the core functions of the FSU is to provide assistance in the area of public safety coupled with facility security. The presence of uniformed MCSO employees acts as a deterrent to disruptions and criminal activity within library facilities.

#### **Program Summary**

The FSU is an integral part of the popular Multnomah County Public Library system. The FSU provides a resource for persons needing public safety assistance or information and referral to other public entities. The FSU provides both external and internal security for the Central Library, Midland, N. Portland, Holgate, Hollywood, Rockwood and Gresham branch libraries. The presence of uniformed FSOs creates a sense of well being and safety for the citizens who use the libraries and the County employees working in the libraries. The libraries often experience problems with persons under the influence of drugs or alcohol, persons who are being disruptive, a transient population using the library as a safe haven, and persons who may pose a danger to the public and employees. The FSOs maintain security and provide a calm, secure atmosphere by handling all of these persons and situations in a professional and reasonable manner. The presence of uniformed FSOs enables the library patrons to enjoy the libraries and conduct their business in a safe and inviting atmosphere. The FSOs are a deterrent to disruptions and criminal activity in the libraries. The effectiveness of our work is seen in the low number of exclusions of person from the libraries to persons served.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of library patrons	2,530,953	2,700,000	2,829,654	2,900,000			
Outcome	FSO calls for enforcement back up	53	110	72	80			

## **Performance Measures Descriptions**

Number of patrons is from the Central Library and the Gresham, Holgate, N. Portland, Hollywood, Midland branches. Estimates are based on estimates from current entries.

Data from the FSO statistics database and library statistics.

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$678,397	\$0	\$634,068	\$0
Internal Services	\$393	\$0	\$0	\$0
Total GF/non-GF	\$678,790	\$0	\$634,068	\$0
Program Total:	\$678,790		\$634	,068
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$708,408	\$0	\$702,991	\$0
Total Revenue	\$708,408	\$0	\$702,991	\$0

#### **Explanation of Revenues**

#### General Fund:

\$702,991 Total - Security Services for Multnomah County Libraries, breakdown by branches: \$213,511-Central, \$89,047-Midland, \$114,321-North Portland, \$50,220-Gresham, \$63,416-Holgate, \$40,176-Hollywood, \$81,425-Rockwood, \$50,875-Gregory Heights

### Significant Program Changes

Last Year this program was: 60035C MCSO Facility Security - Library



### Program #60035D - MCSO Facility Security - JJC

4/18/2014

**Department:** Sheriff **Program Contact:** Elizabeth Daily

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Facility Security Unit (FSU) is the front line security for the JJC. FSOs are the first contact point for the public and for professional persons, such as attorneys and counselors, entering the Juvenile Justice Center (JJC). The core functions of the FSU include public safety and assistance, security, and referral. These functions are accomplished through one on one contact with the public, entry security screening, and knowledge of the criminal justice system. The presence of uniformed Facility Security Officers (FSOs) helps to deter both disruptions to court operations and criminal activity in the facility.

#### **Program Summary**

The Facility Security Officers who work at the JJC are primarily responsible for creating a safe environment for the public, staff, and others who work or visit the JJC. This is done by security screening of all entrants into the facility via x-ray and magnetometer, the presence of uniformed FSOs, area patrols, and one on one contact with the public. Persons entering the JJC may be under the influence of drugs, alcohol, facing the loss of their children, or suffering some other life altering situations, such as time in jail. The FSO's provide a positive presence to assist these persons in successfully transacting their business at the JJC while keeping disruptions minimal. Disruptions and criminal activity interfere with facility and court operations, which also create difficulties for the families, staff and professional persons conducting court business. All of this can result in higher costs to the tax payer if court and facility functions are disrupted and need to be delayed or postponed. The effectiveness of our work is seen in the low ratio of exclusions from the JJC to the number of persons screened for entry.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of persons screened	41,304	45,000	40,000	43,000		
Outcome	Number of exclusions	1	5	2	4		

## **Performance Measures Descriptions**

Data from the FSO statistics database.

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$139,409	\$0	\$137,412	\$0
Capital Outlay	\$0	\$0	\$40,915	\$0
Total GF/non-GF	\$139,409	\$0	\$178,327	\$0
Program Total:	\$139,409		\$178	3,327
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

#### **Explanation of Revenues**

## Significant Program Changes

Last Year this program was: 60035D MCSO Facility Security - JJC

Increase in Capital Equipment for the replacement of x-ray machines and metal detectors.



#### Program #60035E - MCSO Domestic Violence Gateway One Stop

4/18/2014

**Department:** Sheriff **Program Contact:** Elizabeth Daily

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

The Facility Security Unit (FSU) is the front line of defense for persons accessing the Gateway Center for Domestic Violence. The FSOs are the first, visible resource providing professional assistance to persons entering the "one- stop" Gateway Center for Domestic Violence Services. The core functions of the FSU are public assistance, security, and entry screening. The presence of uniformed MCSO employees acts as a deterrent to disruptions and criminal acts within the Gateway Center facility.

#### **Program Summary**

The FSU provides security and public information for both the public and professionals transacting business at the Gateway Center facility. This is done by uniformed presence and facility patrols. The FSU works closely with all of the various partners at the domestic violence "one-stop" center to facilitate the needs of the citizens and staff entering the facility. Persons entering this facility may be under the influence of drugs or alcohol, facing the loss of their children, or other life altering situations. The FSU is often the first contact for citizens and professionals accessing the facility. The FSU provides security within the domestic violence "one-stop" facility so that people can safely transact business. The FSU, as an MCSO uniformed presence, is a deterrent to disruptions and criminal activities. The effectiveness of the FSU is seen in the low ratio of exclusions to the number of person screened. Disruptions and criminal activity interfere with the facility and domestic violence services and create difficulties for professionals and families who need to conduct transactions.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of service visits to the Gateway Center	10,985	6,500	11,616	12,000			
Outcome	Number of incidents reported	24	4	28	30			

## **Performance Measures Descriptions**

Data from the FSO statistics database and the DV center Director Martha Strawn Morris.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$69,705	\$0	\$68,706	\$0
Total GF/non-GF	\$69,705	\$0	\$68,706	\$0
Program Total:	\$69,705		\$68	706
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60035E MCSO Domestic Violence Gateway One Stop



#### Program #60036 - MCSO Classification

4/18/2014

**Department:** Sheriff **Program Contact:** Jose Martinez

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The Corrections Division Classification Unit interviews every pretrial arrestee and sentenced offender coming into custody to determine appropriate housing based upon criminal charge, institutional behavior, risk, and programmatic needs.

#### **Program Summary**

The Classification Unit is responsible for maintaining a classification system that provides housing configurations used to create safe separations for pretrial inmates and sentenced offenders of different risk and needs levels. Considering factors when determining appropriate housing for an inmate include the inmate's criminal charge, institutional behavior, risk, and programmatic needs. The Unit's primary goal is to operate an objective classification system that provides for separations between violent and non-violent offenders. This is a critical element to ensure that the jail meets a reasonable standard of care required by the United States Constitution. The objective classification process is structured such that inmates who require special housing or have special needs are housed in an environment with inmates of like needs. Inmates who create the potential for compromising safety and security are housed in more restrictive environments with enhanced security as appropriate. The objective classification process is also designed to identify inmate's programmatic needs and provide adequate services and programs meant to aid the inmate in building positive life-skills with the ultimate goal of successful re¬entry into the community. The Classification Unit is also responsible to provide an inmate disciplinary process to maintain proper order in the jails, to promote human values, individual dignity, and socially desirable changes in attitude and behavior. Holding inmates accountable while under the Sheriff's supervision is critical to maintain order within the jail system. It also creates incentives for inmates to cooperate while in custody and maintains a safe work environment for employees and inmates.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number of (rule violation) assaults on inmates agency wide	71	75	86	80			
Outcome	Number of (rule violation) assaults on staff agency wide	67	60	66	70			
Output	Classification interviews in Reception	24274	23450	25068	26068			
Outcome	Prison Rape Elimination Act (PREA) investigations initiated during interview	88	90	86	90			

#### **Performance Measures Descriptions**

Data based on number of assaults in MCDC and MCIJ and are from the Excel spreadsheet maintained by the Hearings Officers.

The Sheriff is mandated by statute to maintain the local detention facility(s) within his jurisdiction. Local Detention Classification mechanisms are mandated to maintain safe and humane detention facilities by Statute and a multitude of case law.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,902,747	\$0	\$3,067,429	\$0
Materials & Supplies	\$31,344	\$0	\$31,971	\$0
Internal Services	\$9,585	\$0	\$18,513	\$0
Total GF/non-GF	\$2,943,676	\$0	\$3,117,913	\$0
Program Total:	\$2,94	\$2,943,676		7,913
Program FTE	21.00	0.00	20.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$6,000	\$0
Total Revenue	\$0	\$0	\$6,000	\$0

## **Explanation of Revenues**

General Fund:

\$6000 - Classification Records Requests

## Significant Program Changes

Last Year this program was: 60036 MCSO Classification

Moved 1.0 Corrections Tech FTE out of this Program Offer and into Program Offer 60037-15 MCSO Inmate Programs.



#### Program #60037 - MCSO Inmate Programs

4/18/2014

**Department:** Sheriff **Program Contact:** Byron Moore

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

MCSO Corrections Counselors provide services to pretrial inmates and sentenced offenders to enhance a safe and secure environment in the jails and to ensure compliance with statutory mandates. Counselor services include, but are not limited to assessment, case management, transition services, individual counseling, group programming, education, mental health, and re-entry services (through linkage with alcohol/drug, mental health, housing, employment and other providers in the community).

#### **Program Summary**

Corrections Counselors provide services to stabilize, effectively manage, and positively impact pretrial inmates and sentenced offenders. These services satisfy constitutional and statutory requirements, as well as assist inmates with their progression through the jail (most secure to least secure bed) and successful re-entry into the community.

Counselors assess needs and risk, placing those appropriate into work crews or community beds that address alcohol/drug, housing, mental health and other chronic needs. Counselors provide group programming, resource information and referral service, which by the development of community partnerships, link sentenced offenders to various community services to assist them in addressing their needs and issues. Counselors serve as liaisons between the inmates and jail staff (i.e. security, medical, records, auxiliary services, etc.) and outside individuals such as family, employers, attorneys, probation/parole officers, the court, and various social service providers. Counselors engage in individual counseling with inmates to reduce level of anxiety typical to those confined and to equip them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from serious mental health related issues.

Corrections Counselors provide services not only enhance opportunity for successful re-entry, they assist in providing a safe and humane housing environment for those confined and maximize the efficient and effective use of jail beds.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of orientations, intakes and assessments	2,675	2,700	2,980	3,000	
Outcome	Number of offenders placed into community beds thus freeing up jail beds	215	211	250	225	
Outcome	Offenders participating in group programming that decreases offender bookings	9,115	8,100	8,940	9,000	
Output	Number of requests (written) for counseling services	33,620	30,800	26,420	27,500	

#### **Performance Measures Descriptions**

"Number of orientations..." from Excel file w/ daily data entered by staff. "Number of offenders...." from Access database w/inmate referral and wait list information. "Offenders participating..." from inmate group sign-up, participation records, subsequent staff data entry on statistics report forms. "Number of requests...." from count of Service Request Forms submitted by inmates, subsequent staff data entry on statistics report forms.\* Previous FY actual is being used for FY13 Actual given only half of current year has transpired. \*\* Estimate for F15 based on totals for first half of FY14 x 2.

ORS 169.170 - Assignment of county prisoners to public works; ORS 343.035 and ORS 336.187 - Educational requirements. Court Mandated Sentencing Orders. Oregon Jail Standards: C02.04.03 - Mental health screening; G01.02.01, G01.02.02, and G01.02.03 Access to the courts; G01.04.01 and G01.04.02 - Access to legal materials; J03.01.01 and J03.02.01. educational programs; J03.02.02 - Involving the Educational Service District (ESD); J03.03.01 - Staffing for educational programs; J03.03.03 - Utilizing community resources for educational programs; J04.02.01 and J04.03.01 - Rehabilitation treatment programs; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,296,195	\$0	\$2,314,444	\$0
Contractual Services	\$48,750	\$0	\$49,725	\$0
Materials & Supplies	\$88,962	\$0	\$90,742	\$0
Internal Services	\$21,318	\$0	\$25,691	\$0
Total GF/non-GF	\$2,455,225	\$0	\$2,480,602	\$0
Program Total:	\$2,455,225		\$2,480,602	
Program FTE	19.00	0.00	21.00	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

#### **Explanation of Revenues**

#### Significant Program Changes

Last Year this program was: 60037A MCSO Inmate Programs

Moved 2.0 Corrections Tech FTE into this Program Offer. 1.0 FTE moved from Program Offer 60036-15 MCSO Classification and 1.0 FTE moved from Program Offer 60043-15 MCSO Close Street Supervision.



#### Program #60038 - MCSO CERT/CNT

4/18/2014

**Department:** Sheriff **Program Contact**: Jeffery Wheeler

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The MCSO Corrections Emergency Response Team (CERT) and Crisis Negotiations Team (CNT) respond to emergency situations that represent a potential hazard to a facility, loss of life, serious injury to staff, inmates or the public or when significant property loss is imminent. Protecting and preserving human life is the top priority for the MCSO CERT/CNT.

#### **Program Summary**

The mission of CERT/CNT is to deal with high risk, high liability situations in a safe and secure manner. Members receive specialized training to handle a large variety of emergencies in the safest way possible for both inmates and staff. When called upon, CERT/CNT will always strive to accomplish the stated objective through negotiations or tactical operations using only the most minimal amount of force necessary. CERT/CNT will always attempt to resolve all situations with no injuries to staff or inmates.

The MCSO CERT/CNT consists of 1 CERT/CNT Commander, 2 CERT Team Leaders, 2 CERT Assistant Team Leaders, 10 CERT members, 1 CNT Team Leader and 4 CNT members.

CERT is divided into 2 teams of 7 members each. CNT is divided into 2 teams of 2 members each. All members of CERT/CNT are full time MCSO employees and are on call 24/7 (on a rotational basis) to respond to emergent situations. All CERT/CNT members only serve on an "On-Call" status; there are no full time CERT/CNT members. Program funding supports supplies, equipment and training exclusively.

CERT/CNT is used primarily to respond to incidents in an MCSO Corrections Facility, but may be called upon to respond to other County Facilities, such as Juvenile Detention Home, or to respond as mutual aid to another jurisdiction if requested.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of CERT/CNT call outs	8	10	5	7	
Outcome	Number of training sessions completed for CERT members	16	12	12	12	
Outcome	Number of training session completed for CNT members	12	12	12	12	

#### **Performance Measures Descriptions**

Data from TeleStaff Reports/AAR (After-Action Reports)/Outlook Calendar Notations.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$55,604	\$0	\$107,834	\$0
Materials & Supplies	\$46,776	\$0	\$47,711	\$0
Internal Services	\$9,379	\$0	\$14,256	\$0
Total GF/non-GF	\$111,759	\$0	\$169,801	\$0
Program Total:	\$111,759		\$169,801	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues					
Total Revenue	\$0	\$0	\$0	\$0	

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60038 MCSO CERT/CNT



### Program #60039 - MCSO MCIJ Work Crews

4/18/2014

**Department:** Sheriff **Program Contact:** Shawn Skeels

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Sheriff's Office Inmate Work Crew provides opportunities for sentenced offenders to learn general labor and social responsibility while fostering a work ethic that aids in their reintegration into the community. Sentenced offenders who successfully complete this program receive a sense of self-worth. This is accomplished while meeting the publics' needs at a reduced cost to the taxpayers by freeing up jail beds in the form of reduced sentences for participating offenders.

#### **Program Summary**

Each crew is typically composed of eight offenders supervised by a Corrections Deputy. Offenders are expected to be ready to work each morning, take directions, and work as part of a team. This program provides instruction on the proper use and maintenance of general landscaping tools and what type of personal protective equipment is necessary to safely complete the job. Offenders who successfully complete this program can be released early if it is part of the court order at time of sentencing. The early release of these minimum custody offenders gives the Sheriff another tool to effectively manage jail populations ensuring pretrial inmates who are dangerous offenders are not released prematurely into the community due to overcrowding.

Community service work is generally project-oriented. Most of these services are performed for agencies and non-profits that serve the homeless and other at-risk groups within the community. Crews have participated in community events such as Friends of the Library, Sand in the City, March of Dimes March for Babies and Race for the Cure to name a few. Work Crews help in the set up and removal of tents, chairs and activity areas used during these events. The donated time and labor of work crews supply an invaluable resource to ensure these events are successful. In addition, work crews offer an emergency labor force during natural or man-made disasters (i.e., sandbagging, removal of downed trees).

The majority of contracts are with Multnomah County, Oregon Department of Transportation, City of Portland and Metro Regional Government. Other agencies include the cities of Gresham, Maywood Park, Troutdale, Fairview and Wood Village. Public contracted work normally consists of roadside, bridgehead and park maintenance, landscaping and a concentrated effort on cleaning up illegal dumpsites and graffiti removal.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Inmate escapes	0	0	0	0			
Outcome	Number of contract hours	136,540	137,814	139,262	139,262			
Output	Number of community service hours	7,420	7,638	7,927	7,927			
Output	Percent of inmates who were recaptured (100% is no escapes)	100%	100%	100%	100%			

## **Performance Measures Descriptions**

Work Crews contract with METRO, Multnomah County and other governments.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$941,351	\$736,123	\$991,425	\$784,177
Contractual Services	\$10,191	\$5,120	\$10,394	\$3,000
Materials & Supplies	\$146,176	\$61,730	\$149,099	\$28,712
Internal Services	\$122,177	\$62,391	\$108,043	\$65,924
Capital Outlay	\$0	\$10,000	\$60,000	\$10,000
Total GF/non-GF	\$1,219,895	\$875,364	\$1,318,961	\$891,813
Program Total:	\$2,095,259		\$2,21	0,774
Program FTE	6.50	5.50	6.50	5.90

Program Revenues				
Indirect for Dept. Admin	\$45,047	\$0	\$46,832	\$0
Other / Miscellaneous	\$0	\$288,362	\$0	\$252,181
Interest	\$0	\$11,520	\$0	\$150
Beginning Working Capital	\$0	\$0	\$0	\$70,000
Service Charges	\$0	\$575,482	\$0	\$569,482
Total Revenue	\$45,047	\$875,364	\$46,832	\$891,813

#### **Explanation of Revenues**

Special Ops Fund:

\$70,000 - Carry-over from Fiscal Year 2014

\$3000 - Revenue from Misc. Work Crew Services

\$336,288 - Work Crew Service Contract with Oregon Department of Transportation (ODOT)

\$113,478 - Work Crew Service Contract with the City of Portland

\$116,716 - Work Crew Service Contracts with Various Other Governmental Agencies

\$100,500 - Work Crew Services for Road Fund

\$15,000 - Work Crew Services for Bridge Maintenance

\$136,681 - Work Crew Services for Facilities Management (Custodial and Landscaping)

\$150 - Earned Interest

#### **Significant Program Changes**

Last Year this program was: 60039 MCSO Corrections Work Crews

In FY 15, .4 of Corrections Deputy FTE is moved from MCSO Metro Program Offer 60074-15 to the Special Operations Fund portion of this Program Offer.

Increase in Capital Equipment due to a Work Crew truck purchase.



### Program #60040A - MCSO MCDC Core Jail & 4th Floor

4/18/2014

**Department:** Sheriff **Program Contact:** Mary Lindstrand

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This offer is for the operation of jail beds at the Multnomah County Detention Center. This includes beds for pretrial inmates and sentenced offenders requiring maximum security, as well as those with medical and psychological needs. MCDC, the only maximum-security facility operated by MCSO, supports local public safety and offender treatment systems. Option A opens 46 beds on the 4th floor and 18 beds in reception as well as establishing the necessary infrastructure for MCDC.

#### **Program Summary**

The 448 maximum-security detention beds at MCDC are offered to support public safety and offender treatment systems by providing safe and humane pretrial or sentenced offender space. The facility includes services such as family and professional visiting, medical, video conferencing, counseling, law library, and religious/educational services to all those detained.

This offer includes the Administration and Support for the facility, jail services such as medical and transport, and resources for the operation of 46 beds. Ten beds serve those with special medical needs, 16 beds are for administrative segregation, 10 beds are mental health services, 18 beds are used in reception and 10 beds are for disciplinary use. This offer captures functions needed to open the jail.

The Sheriff's Office has statutory authority to maintain capacity population levels. In the event of a population emergency, arrestees may be forced released into the community. This offering, in conjunction with the MCIJ offering, will reduce the potential for emergency releases. Operational budget figures are derived from staffing and essential service functions mandated in safe and humane corrections standards.

The program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily inmate population MCDC total	424	425	414	425		
Outcome	Inmate and staff assaults MCDC	90	82	96	90		

#### **Performance Measures Descriptions**

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$8,869,291	\$0	\$9,610,261	\$769,078
Contractual Services	\$7,707	\$0	\$7,863	\$0
Materials & Supplies	\$652,221	\$0	\$665,264	\$0
Internal Services	\$3,090,086	\$0	\$3,200,571	\$62,141
Total GF/non-GF	\$12,619,305	\$0	\$13,483,959	\$831,219
Program Total:	\$12,619,305		\$14,31	15,178
Program FTE	64.80	0.00	62.98	0.00

Program Revenues						
Indirect for Dept. Admin	\$0	\$0	\$44,145	\$0		
Intergovernmental	\$0	\$0	\$0	\$831,219		
Total Revenue	\$0	\$0	\$44,145	\$831,219		

### **Explanation of Revenues**

Fed/State Fund: \$300,000 - SCAAP Grant \$531,219 - House Bill 3194

## Significant Program Changes

Last Year this program was: 60040A MCSO MCDC Core Jail & 4th Floor

In FY 2015, we anticipate less SCAAP revenue than previous years.

Move 1.82 FTE from this program offer to Program Offer 60030-15 MCSO Corrections Administration.

Move SCAAP Grant funding to this program offer from Program Offer 60030-15 MCSO Corrections Administration.



### Program #60040B - MCSO MCDC 5th Floor

4/18/2014

**Department:** Sheriff **Program Contact:** Mary Lindstrand

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 5th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

#### **Program Summary**

The 5th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 5A and 5D modules have 32 individual cells each while the 5B and 5C modules have 16 each. The total floor capacity for the 5th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the inmate population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally, the safety of those incarcerated is paramount to staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 5th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average daily inmate population MCDC total	424	425	414	425			
Outcome	Inmate and staff assaults	90	82	96	90			

## **Performance Measures Descriptions**

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$3,440,545	\$0	\$3,480,327	\$0
Contractual Services	\$3,854	\$0	\$3,931	\$0
Materials & Supplies	\$326,111	\$0	\$332,632	\$0
Internal Services	\$60,453	\$0	\$57,940	\$0
Total GF/non-GF	\$3,830,963	\$0	\$3,874,829	\$0
Program Total:	\$3,830,963		\$3,87	4,829
Program FTE	25.48	0.00	25.48	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

## **Significant Program Changes**

Last Year this program was: 60040B MCSO MCDC 5th Floor



### Program #60040C - MCSO MCDC 6th Floor

4/18/2014

**Department:** Sheriff **Program Contact:** Mary Lindstrand

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 6th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

### **Program Summary**

The 6th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 6A and 6D modules have 32 individual cells each while the 6B and 6C modules have 16 each. The total floor capacity for the 6th floor is 96 cells.

Working with our partners in Programs, Corrections Health and Mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 6th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily inmate population MCDC total	424	425	414	425		
Outcome	Inmate and staff assaults MCDC	90	82	96	90		

#### **Performance Measures Descriptions**

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,201,235	\$0	\$2,174,951	\$0
Contractual Services	\$1,928	\$0	\$1,966	\$0
Materials & Supplies	\$163,054	\$0	\$166,316	\$0
Internal Services	\$30,227	\$0	\$28,970	\$0
Total GF/non-GF	\$2,396,444	\$0	\$2,372,203	\$0
Program Total:	\$2,396,444		\$2,372,203	
Program FTE	14.56	0.00	16.38	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

## **Significant Program Changes**

Last Year this program was: 60040C MCSO MCDC 6th Floor



### Program #60040D - MCSO MCDC 7th Floor

4/18/2014

**Department:** Sheriff **Program Contact:** Mary Lindstrand

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 7th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

### **Program Summary**

The 7th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 7A and 7D modules have 32 individual cells each while the 7B and 7C modules have 16 each. The total floor capacity for the 7th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 7th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily inmate population MCDC total	424	425	414	425		
Outcome	Inmate and staff assaults MCDC	90	82	96	90		

#### **Performance Measures Descriptions**

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,838,884	\$0	\$2,628,478	\$0
Contractual Services	\$1,927	\$0	\$1,966	\$0
Materials & Supplies	\$163,054	\$0	\$166,316	\$0
Internal Services	\$30,227	\$0	\$28,970	\$0
Total GF/non-GF	\$3,034,092	\$0	\$2,825,730	\$0
Program Total:	\$3,034,092		\$2,82	5,730
Program FTE	23.66	0.00	23.66	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

## **Significant Program Changes**

Last Year this program was: 60040D MCSO MCDC 7th Floor



### Program #60040E - MCSO MCDC 8th Floor

4/18/2014

**Department:** Sheriff **Program Contact:** Mary Lindstrand

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 8th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

#### **Program Summary**

The 8th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 8A and 8D modules have 32 individual cells each while the 8B and 8C modules have 16 each. The total floor capacity for the 8th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 8th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily inmate population MCDC total	424	425	414	425		
Outcome	Inmate and staff assaults MCDC	90	82	96	90		

## **Performance Measures Descriptions**

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,645,734	\$0	\$1,693,076	\$0
Total GF/non-GF	\$1,645,734	\$0	\$1,693,076	\$0
Program Total:	\$1,645,734		\$1,69	3,076
Program FTE	18.20	0.00	16.38	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

## Significant Program Changes

Last Year this program was: 60040E MCSO MCDC 8th Floor



Program #60041A - MCSO MCIJ Dorms 10, 11 & 18

4/18/2014

**Department:** Sheriff **Program Contact:** Linda Yankee

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program offer is for the operation of 166 beds at MCIJ. This is the base offer of 11 scalable levels (design capacity for MCIJ is 1037 beds). The MCIJ dorms are used to appropriately place inmates in the corrections system to ensure a safe, efficient operation of our jail network. Open dorm housing is structured to fit the needs of inmates who do not require special conditions for confinement, while maintaining safe and appropriate separations. MCIJ housing is based on a sound objective classification system.

#### **Program Summary**

The Inverness Jail is a medium security, direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Program activities include counseling, education, and mental health services to facilitate offender's successful transition back to the community and work opportunities for sentenced offenders.

Offer A opens 166 beds, with 156 general housing beds and 10 medical beds. Operations, Administration, Support and Jail Services, such as clinic, kitchen, and transport, are included in Offer A. Corrections deputies from MCIJ also supervise pretrial inmates and sentenced offenders under medical care at hospitals.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal. Medical, mental health and dental services are provided to male and female general housing. This offer includes a 10 bed infirmary for acute medical care. Medical response to emergencies is provided on a 24/7 basis.

Performa	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average daily inmate population MCIJ total	840	845	799	845			
Outcome	Number of inmate and staff assaults MCIJ	36	46	36	46			

## Performance Measures Descriptions

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$3,004,546	\$7,359,195	\$3,513,444	\$7,748,187
Contractual Services	\$4,797	\$3,500	\$4,893	\$3,500
Materials & Supplies	\$1,051,843	\$17,428	\$1,072,879	\$14,405
Internal Services	\$3,274,059	\$561,549	\$3,355,929	\$617,423
Capital Outlay	\$11,884	\$0	\$11,884	\$0
Total GF/non-GF	\$7,347,129	\$7,941,672	\$7,959,030	\$8,383,515
Program Total:	\$15,28	\$15,288,801		12,544
Program FTE	20.20	55.00	20.20	55.00

Program Revenues				
Indirect for Dept. Admin	\$405,443	\$0	\$438,615	\$0
Intergovernmental	\$0	\$7,941,672	\$0	\$8,383,515
Service Charges	\$5,473,678	\$0	\$4,865,296	\$0
Total Revenue	\$5,879,121	\$7,941,672	\$5,303,911	\$8,383,515

### **Explanation of Revenues**

#### General Fund:

\$4,447,762 - US Marshal for 95 Beds X \$128.27 X 365 Days

\$30,000 - Oregon State Bureau of Prisons

\$387,534 - M73 Inmate Beds (Base on first 6 months of M73 funding received)

#### Fed/State Fund:

\$7,878,009 - Senate Bill 1145 State Funding \$124,723 - Start Court M57 State Funding \$380,783 - DOC M57 State Funding

### **Significant Program Changes**

Last Year this program was: 60041A MCSO MCIJ Dorms 10, 11 & 18

In FY 15, the Sheriff's Office is expecting less US Marshal Beds to be utilized than FY 2014. The number of beds has been reduced from 112 beds to 95 beds which is a loss of revenue of \$795,916.



## Program #60041B - MCSO MCIJ Dorms 12 & 13

4/18/2014

Department:SheriffProgram Contact:Linda Yankee

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This offer is for the operation of 150 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

#### **Program Summary**

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily inmate population MCIJ total	840	845	799	845		
Outcome	Number of inmate and staff assaults MCIJ	36	46	36	46		

## **Performance Measures Descriptions**

In accordance with state statue the Sheriff is required to maintain local detention facility(s). Oregon statues mandate the operations of safe and humane detention facilities, which require sufficient staff to perform functions involving security, control, custody and supervision of all confined. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,928,971	\$0	\$2,937,276	\$0
Contractual Services	\$5,277	\$0	\$5,383	\$0
Materials & Supplies	\$104,619	\$0	\$106,711	\$0
Internal Services	\$37,722	\$0	\$36,441	\$0
Total GF/non-GF	\$3,076,589	\$0	\$3,085,812	\$0
Program Total:	\$3,076,589		\$3,08	5,812
Program FTE	20.02	0.00	20.02	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

### Significant Program Changes

Last Year this program was: 60041B MCSO MCIJ Dorms 12 & 13



## Program #60041C - MCSO MCIJ Dorms 14 & 15

4/18/2014

Department:SheriffProgram Contact:Linda Yankee

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

This offer is for the operation 138 beds at the MCIJ.

These single cell dorms house inmates who create the potential for compromising safety and security. These dorm are more restrictive environments with enhanced security, as part of the objective classification system.

### **Program Summary**

This offer operates two dorms: one dorm is for 73 single cells and a second dorm for 65 beds. The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily inmate population MCIJ total	840	845	799	845		
Outcome	Number of inmate and staff assaults MCIJ	36	46	36	46		

## **Performance Measures Descriptions**

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,775,830	\$0	\$1,816,072	\$0
Contractual Services	\$3,358	\$0	\$3,425	\$0
Materials & Supplies	\$101,054	\$0	\$103,074	\$0
Internal Services	\$24,005	\$0	\$23,195	\$0
Total GF/non-GF	\$1,904,247	\$0	\$1,945,766	\$0
Program Total:	\$1,904,247		\$1,94	5,766
Program FTE	12.74	0.00	12.74	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

### Significant Program Changes

Last Year this program was: 60041C MCSO MCIJ Dorms 14 & 15



### Program #60041D - MCSO MCIJ Dorms 16 & 17

4/18/2014

Department:SheriffProgram Contact:Linda Yankee

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This offer is for the operation of 54 beds at MCIJ.

This offer provides for two single cell disciplinary dorms at MCIJ, one for male and one for female housing. Disciplinary housing options are essential to the maintaining facility order, population management and re-engineering behavior for pretrial inmates and sentenced offenders at MCIJ.

#### **Program Summary**

This offer funds two disciplinary dorms at Inverness. The male disciplinary dorm houses 31 offenders and the female disciplinary dorm houses 23 offenders.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average daily inmate population MCIJ total	840	845	799	845			
Outcome	Number of inmate and staff assaults MCIJ	36	46	36	46			

## **Performance Measures Descriptions**

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$503,675	\$0	\$518,877	\$0
Contractual Services	\$959	\$0	\$978	\$0
Materials & Supplies	\$96,594	\$0	\$98,524	\$0
Internal Services	\$6,859	\$0	\$6,623	\$0
Total GF/non-GF	\$608,087	\$0	\$625,002	\$0
Program Total:	\$608,087		\$625	5,002
Program FTE	3.64	0.00	3.64	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

### Significant Program Changes

Last Year this program was: 60041D MCSO MCIJ Dorms 16 & 17



### Program #60041E - MCSO MCIJ Dorms 6 & 7

4/18/2014

Department:SheriffProgram Contact:Linda Yankee

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

This offer is for the operation of 118 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

#### **Program Summary**

This offer funds two additional dorms at Inverness jail. All 118 beds are general housing. Also funded in this offer are additional jail administration, support, and operations staff.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Average daily inmate population MCIJ total	840	845	799	845			
Outcome	Number of inmate and staff assaults MCIJ	36	46	36	46			

## **Performance Measures Descriptions**

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,008,949	\$0	\$1,943,556	\$0
Contractual Services	\$3,838	\$0	\$3,915	\$0
Materials & Supplies	\$101,944	\$0	\$103,983	\$0
Internal Services	\$27,435	\$0	\$26,514	\$0
Total GF/non-GF	\$2,142,166	\$0	\$2,077,969	\$0
Program Total:	\$2,142,166		\$2,07	7,969
Program FTE	14.56	0.00	14.56	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

### Significant Program Changes

Last Year this program was: 60041E MCSO MCIJ Dorms 6 & 7



### Program #60041F - MCSO MCIJ Dorms 8 & 9

4/18/2014

Department:SheriffProgram Contact:Linda Yankee

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

This offer is for the operation of 118 beds at MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

#### **Program Summary**

This offer funds two additional dorms at Inverness jail. All 118 beds are general housing.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Average daily inmate population MCIJ total	840	845	799	845	
Outcome	Number of inmate and staff assaults MCIJ	36	46	36	46	

## **Performance Measures Descriptions**

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,067,557	\$0	\$975,217	\$0
Contractual Services	\$2,399	\$0	\$2,447	\$0
Materials & Supplies	\$99,268	\$0	\$101,254	\$0
Internal Services	\$17,146	\$0	\$16,566	\$0
Total GF/non-GF	\$1,186,370	\$0	\$1,095,484	\$0
Program Total:	\$1,186,370		\$1,09	5,484
Program FTE	9.10	0.00	9.10	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

### Significant Program Changes

Last Year this program was: 60041F MCSO MCIJ Dorms 8 & 9



## Program #60041G - MCSO MCIJ Dorm 5

4/18/2014

Department:SheriffProgram Contact:Linda YankeeProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

This offer is for the operation of 59 beds at the MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

### **Program Summary**

This offer provides for the operation of an open dorm at MCIJ, housing the facility internal work crews.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Average daily inmate population MCIJ total	840	845	799	845	
Outcome	Number of inmate and staff assaults MCIJ	36	46	36	46	

#### **Performance Measures Descriptions**

The 59 beds represented in this Program Offer, not only support the support unit's Output and Outcome performance measures shown above, but better ensures that future inmate population matrixing will not occur.

Data includes benchmarks for operating a County jail in accordance with federal, state and local standards.

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,581,948	\$0	\$1,479,111	\$0
Contractual Services	\$3,838	\$0	\$3,915	\$0
Materials & Supplies	\$70,341	\$0	\$71,749	\$0
Internal Services	\$27,435	\$0	\$26,514	\$0
Total GF/non-GF	\$1,683,562	\$0	\$1,581,289	\$0
Program Total:	\$1,683,562		\$1,58	1,289
Program FTE	14.56	0.00	14.56	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 60041G MCSO MCIJ Dorm 5



### Program #60041H - MCSO MCIJ Dorm 4

4/18/2014

Department:SheriffProgram Contact:Linda YankeeProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This offer is for the operation of 59 beds at the MCIJ. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders.

### **Program Summary**

This offer provides for the operation of a open dorm at MCIJ.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average daily inmate population MCIJ total	840	845	799	845		
Outcome	Number of inmate and staff assaults MCIJ	36	46	36	46		

#### **Performance Measures Descriptions**

The 59 beds represented in this Program Offer, not only support the support unit's Output and Outcome performance measures shown above, but better ensures that future inmate population matrixing will not occur.

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$587,829	\$0	\$571,302	\$0
Contractual Services	\$1,553	\$0	\$1,584	\$0
Materials & Supplies	\$51,276	\$0	\$52,301	\$0
Total GF/non-GF	\$640,658	\$0	\$625,187	\$0
Program Total:	\$640,658		\$625	5,187
Program FTE	5.46	0.00	5.46	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

### **Explanation of Revenues**

## Significant Program Changes

Last Year this program was: 60041H MCSO MCIJ Dorm 4



#### Program #60043 - MCSO Close Street

4/18/2014

**Department:** Sheriff **Program Contact:** Jose Martinez

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Close Street is an intensive custody and supervision program that provides pre-trial services to arrestees of Measure 11 crimes, Domestic Violence cases, and a select group of clients with mental health disorders. Deputies interview defendants and conduct investigations to present the Court with accurate, timely, and impartial information which assists the Judge in making an informed release decision. This program supports both offender accountability and reentry of the offender into the community while increasing available jail beds.

### **Program Summary**

This intensive custody and supervision program supports offender accountability while transitioning pretrial and sentenced offenders out of scarce jail beds. At the direction of the court, Close Street Supervision provides intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for pretrial release. This program supports and enhances community safety by assessing a broader number of the in-custody population for program suitability, expanding case management and supervision, subsidizing participation when indicated, and providing immediate consequences for program failures.

Compared to other pretrial supervision programs, the program's success rates rank among the highest in the nation. A recent audit demonstrated that, of the almost 1,200 defendants supervised in 2010, more than 96% were successful; appearing for all scheduled court dates and committing no new crimes, while under supervision. More than 99% of Close Street supervised arrestees successfully complete the program with no new offenses. Close Street participants also appeared for all scheduled court dates 98% of the time. The national average for both of these measures is 80%\*\*.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Average number of supervised people per month***	164	150	160	160		
Outcome	Percent of population appearing for all court dates during supervision	98%	97%	97%	97%		
Outcome	Percent of population arrested for new crimes during supervision	.002%	2%	2%	2%		

### **Performance Measures Descriptions**

<sup>\*</sup>Audit of Multnomah County Pretrial Services conducted by the Multnomah County Auditor's Office (2011).

<sup>\*\*</sup>Data compiled from Pretrial Justice in America: A Survey of County Pretrial Release Policies, Practices, and Outcomes. Published by the Pretrial Justice Institute, 2010.

<sup>\*\*\*</sup>Average caseload size 25:1

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,079,314	\$0	\$1,105,682	\$0
Contractual Services	\$38,611	\$0	\$39,383	\$0
Materials & Supplies	\$30,862	\$0	\$31,479	\$0
Internal Services	\$33,737	\$0	\$37,012	\$0
Total GF/non-GF	\$1,182,524	\$0	\$1,213,556	\$0
Program Total:	\$1,182,524		\$1,21	3,556
Program FTE	9.00	0.00	8.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60043 MCSO Close Street

Moved 1.0 Corrections Tech FTE out of this Program Offer and into Program Offer 60037-15 MCSO Inmate Programs.



#### Program #60044 - MCSO Volunteers

4/18/2014

**Department:** Sheriff **Program Contact:** Jose Martinez

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Volunteer Services program enables the Sheriff's Office to achieve its mission with the assistance of nearly 250 volunteers, interns, and community partners. [Note: Search and Rescue, Reserve Deputies, and Jail Chaplain Volunteers are not part of this Program.] Volunteers support and enhance operations in all three agency Divisions and become involved citizens gaining an in-depth understanding of the criminal justice system. Additionally, the development and support of placements benefits agency recruiting and hiring efforts for future employment needs.

#### **Program Summary**

The Volunteer Services program provides for the recruitment, interviews, backgrounds, training, placement, and recognition to sustain a core base of nearly 250 volunteers, interns, and community partners supporting MCSO operations. Due to the nature of the duties involved in most placements, it is necessary to conduct an in-depth background review process prior to assignment, as well as ongoing review to ensure compliance with agency and county policies and procedures and to ensure the safety and security of operations. By monitoring the agency's needs, Volunteer Services works to find professionals willing to share their time and expertise. Placement opportunities include involvement in jail programs such as education services, domestic violence prevention and safety planning, employment resources and transition services, alcohol/drug prevention and education, and 12-step meetings, which assist with transition services and the reduction of tensions within a facility/housing area. Other agency placements include assignments with River Patrol, the Cold Case Team, Citizen Patrol in the Gorge, Human Trafficking, Enforcement Records and other support services.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	# of service hours contributed by MCSO volunteers, interns & community partners	8,025	7,500	8,000	8,000	
Outcome	Dollar value savings resulting from contributions of volunteer time	177,651	156,375	177,120	177,120	
Output	Number of applicant inquiries and pre-screening reviews	158	125	230	230	
Outcome	Number of MCSO work units supported by volunteers, interns, community partners	15	15	18	18	

#### **Performance Measures Descriptions**

The Independent Sector hourly valuation of volunteer time is \$20.85 based on 2009 figures.(In conjunction with the Points of Light Foundation, the Independent Sector bases the value of volunteer time on the average hourly earnings of all production and nonsupervisory workers on private nonfarm payrolls, as determined by Bureau of Labor Statistics. This figure is increased by 12% to estimate for fringe benefits). Previous FY actual is being used for FY13 Actual given only half of current year has transpired. Estimate for FY15 based on totals for first half of FY14 x2.

Compliance monitoring of PREA (Prison Rape Elimination Act) and Harassment and Discrimination policies

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$43,539	\$0	\$0	\$0
Materials & Supplies	\$4,195	\$0	\$4,280	\$0
Total GF/non-GF	\$47,734	\$0	\$4,280	\$0
Program Total:	\$47,734		\$4,	280
Program FTE	0.50	0.00	0.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

## **Significant Program Changes**

Last Year this program was: 60044 MCSO Volunteers

Moved .5 Program Coordinator FTE from this Program Offer and into Program Offer 60045-15 MCSO Inmate Welfare.



#### Program #60045 - MCSO Inmate Welfare

4/18/2014

**Department:** Sheriff **Program Contact:** Michael Shults

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

The Inmate Welfare Fund (IWF), overseen by Sheriff's Command Staff and civilian members, provides services to arrestees, pretrial inmates and sentenced offenders including banking, law library, chaplain services and phone service. Through the profits of commissary items, telephone usage and other sources, IWF provides direct services and products that otherwise might not be funded for the benefit of the inmates.

#### **Program Summary**

The IWF trust fund provides an in-house banking system that enables inmates to safely deposit funds and utilize these funds for numerous purposes, including the purchase of commissary items. The revenues from commissary and phones provide additional services including chaplains, recreational items, tools for social and educational development and assisting inmates who are indigent. The IWF is fully funded by profits from the inmates, for the inmates. Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at low pricing. Furthermore, these profits pay for the jail chaplaincy program which meets prisoner needs regarding religious expression and legal requirements, and contributes to housing tranquility.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of offenders participating in Law Library	6,445	7,100	4,665	5,000	
Outcome	Number of hours of Law Library access provided to the participants	7,820	8,000	7,600	7,750	
Output	Number of Inmate Calls	188,715	180,000	138,616	138,000	
Outcome	Amount of Phone Revenue	\$488,651	\$475,000	\$371,797	\$372,000	

#### **Performance Measures Descriptions**

"Number of offenders..." from daily Law Library Move Lists returned by Deputies entered by Law Library Counselor in an Excel file. "Number of hours..." from facility Law Library Schedules and daily Law Library Move Lists (Total possible sessions - sessions not conducted), x 2 (each session = 2 hours) then entered by Law Library Counselor in an Excel file. The law library went into an electronic format. Phone usage decrease due to increased monitoring of inmate calls.

Charter 6.50(1)

Operational Procedures 06.106.010 - 06.106.088

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
Program Expenses	2014	2014	2015	2015	
Personnel	\$0	\$292,511	\$0	\$273,878	
Contractual Services	\$0	\$37,730	\$0	\$0	
Materials & Supplies	\$0	\$153,047	\$0	\$96,242	
Internal Services	\$0	\$87,603	\$0	\$84,097	
Total GF/non-GF	\$0	\$570,891	\$0	\$454,217	
Program Total:	\$570	\$570,891		\$454,217	
Program FTE	0.00	3.00	0.00	2.50	

Program Revenues				
Indirect for Dept. Admin	\$29,718	\$0	\$24,123	\$0
Other / Miscellaneous	\$0	\$496,891	\$0	\$427,632
Interest	\$0	\$10,000	\$0	\$10,000
Beginning Working Capital	\$0	\$50,000	\$0	\$0
Service Charges	\$0	\$14,000	\$0	\$16,585
Total Revenue	\$29,718	\$570,891	\$24,123	\$454,217

## **Explanation of Revenues**

Inmate Welfare Trust Fund:

\$16,586 - Hygiene Kits, Copies, Records Req, Hearings Fees, Statement Requests, Grievance Fees, Food Handlers Cert Fee

\$417,632 - Commission from Inmate Phone Usage

\$10,000 - Earned Interest

\$10,000 - Disciplinary Fines

## Significant Program Changes

Last Year this program was: 60045 MCSO Inmate Welfare



### Program #60050 - MCSO In-Jail Human Trafficking

4/18/2014

**Department:** Sheriff **Program Contact:** Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

This offer purchases continued funding of a Corrections Sergeant to continue intelligence-gathering and intervention methodology regarding human trafficking as it is proliferated among jail inmates, to include the establishment of a screening instrument to identify at-risk pretrial inmates and sentenced offenders. This Sergeant collaborates with the Oregon Human Trafficking Task Force to both aid in prosecution of Human Trafficking crimes and intervene with victims while in custody.

#### **Program Summary**

A trend has been identified among the jail population whereby at-risk inmates are being used as a commodity by being identified and passed once out of custody to persons involved in crime types including coercion, prostitution, promoting prostitution, sex abuse and contributing to the delinquency of a minor. This offer would continue funding of a Corrections Sergeant to develop intelligence collection, organization and dissemination operations targeting human trafficking activities inside the jails. The Corrections Sergeant shares names and information with the Oregon Human Trafficking Task Force regarding intelligence gathered on potential perpetrators, maintains a data-base module for tracking and information dissemination and uses a screening instrument to quickly identify at-risk inmates and connect those inmates with in-jail programs and intervention/ transition services.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	In Custody Victims Identified	49	50	40	45	
Outcome	Juvenile Victims Identified	19	10	12	10	
Outcome	Involved Cases Prosecuted	28	12	5	10	
Outcome	Involved Cases Pending Prosecution	11	25	25	25	

#### **Performance Measures Descriptions**

In Jail Human Trafficking continues to see an increase in involved cases. There are more units finding Human Trafficking in their cases, domestic violence cases, gang cases, drug cases and a large amount of P/V sanctions. MCSO has been involved with training other law enforcement and criminal justice agencies on how to identify Human Trafficking in jail and how this information can help them with their case.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$161,160	\$0	\$161,088	\$0
Total GF/non-GF	\$161,160	\$0	\$161,088	\$0
Program Total:	\$161	61,160 \$161,088		,088
Program FTE	1.00	0.00	1.00	0.00

Program Revenues						
Total Revenue	\$0	\$0	\$0	\$0		

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60050 MCSO In-Jail Human Trafficking



### Program #60060 - MCSO Enforcement Division Admin

4/18/2014

Department:SheriffProgram Contact:Jason GatesProgram Offer Type:AdministrationProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Enforcement Division administration provides administrative leadership and strategic direction to the Sheriff's Office Enforcement Division. The Division administration develops Sheriff's policies and directives into the Enforcement program offerings that serve the public here in Multnomah County.

#### **Program Summary**

The Enforcement Division is responsible for the protection of life and property and for enforcement of the Oregon Criminal Code and County Ordinances. Enforcement Division provides police and marine patrol, investigative services, civil process services, and participates in multi-agency task forces. The Enforcement Division also collaborates with County Emergency Management to plan and staff emergency operations. The programs operated by these divisions address all the major factors in citizens feeling safe at home, work, school and play – namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide for treatment and rehabilitation resources, education and leverage collaboration with other community safety system providers. Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination, and management to the Divisions.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Percent performance measurements met in Division	97%	90%	90%	90%			
Outcome	Number of voluntary resignations	8	10	13	10			

### **Performance Measures Descriptions**

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin.

<sup>&</sup>quot;Number of voluntary resignations" come from Human Resources.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$233,730	\$0	\$254,373	\$0
Contractual Services	\$80,956	\$0	\$82,574	\$0
Materials & Supplies	\$115,214	\$0	\$117,520	\$0
Internal Services	\$287,073	\$0	\$324,988	\$0
Total GF/non-GF	\$716,973	\$0	\$779,456	\$0
Program Total:	\$716,973		\$779	),456
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60060 MCSO Enforcement Division Admin



### Program #60061 - MCSO Enforcement Division Support

4/18/2014

Department:SheriffProgram Contact:Becky ChildProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Enforcement Support Unit is partially composed of Enforcement Records, Civil Support, and Word Processing. The Concealed Handgun Unit and Alarm Ordinance Unit are also part of the Enforcement Support Unit however have separate budgets. The main functions of these units are to provide clerical support for all the Units that comprise the Enforcement Division of the Sheriff's Office.

#### **Program Summary**

The Records Unit operates 24 hours a day, 7 days a week, 365 days a year. The Records Unit receives processes and maintains law enforcement, warrant, and protective order records for Multnomah County. Accurate and timely processing of information and records is critical to the overall operations of the Multnomah County Sheriff's Office and has a direct effect on timely arrests, detention of prisoners and police officer safety. The Records Unit is often the first point of contact with the Sheriff's office for the public, other agencies, and other law enforcement personnel and therefore are fielding questions and making appropriate referrals if needed. The Civil Support Unit provides clerical support for the Civil Unit duties of serving court papers and enforcing court orders such as small claims, divorce papers, subpoenas, child support, restraining orders and eviction papers. The Civil Support Unit also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork. The Word Processing Unit is responsible for providing clerical support to the Enforcement Command staff as well as the Specialized Units such as Detectives.

Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of warrants received and entered	18550	18000	22000	22000		
Outcome	Number of protective orders received and entered	1972	2500	2200	2500		
Output	Number of law enforcement records entered	8100	10000	9000	9000		
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	20747	18000	18000	18000		

#### **Performance Measures Descriptions**

Data generated from monthly reports which are compiled from daily tally sheets. "Warrants entered" is verified by a SWIS report. The report numbers issued performance measure is generated out of PPDS.

ORS 206.010 General duties of sheriff. (3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law. (4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$2,060,316	\$0	\$2,092,902	\$0
Contractual Services	\$13,186	\$0	\$13,450	\$0
Materials & Supplies	\$51,487	\$0	\$52,517	\$0
Internal Services	\$29,170	\$0	\$29,691	\$0
Total GF/non-GF	\$2,154,159	\$0	\$2,188,560	\$0
Program Total:	\$2,154,159		\$2,18	8,560
Program FTE	24.00	0.00	24.00	0.00

Program Revenues					
Fees, Permits & Charges	\$30,000	\$0	\$20,000	\$0	
Other / Miscellaneous	\$10,000	\$0	\$10,000	\$0	
Total Revenue	\$40,000	\$0	\$30,000	\$0	

### **Explanation of Revenues**

General Fund: \$20,000 - Tow Fees \$9000 - Report Requests \$1000 - Report Here Reports

### **Significant Program Changes**

Last Year this program was: 60061 MCSO Enforcement Division Support



#### Program #60063 - MCSO Patrol

4/18/2014

**Department:** Sheriff **Program Contact:** Monte Reiser

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The Patrol Unit protects citizens residing and/or recreating in unincorporated Multnomah County by responding to emergencies, patrolling neighborhoods, performing traffic safety duties and providing education throughout the communities. Patrol provides emergency preparedness, assistance and intervention as part of the treatment service continuum. Patrol deputies and sergeants develop and implement community policing projects utilizing community based policing principles and frontline human services while providing safety to citizens.

### **Program Summary**

Patrol provides 24/7 protection of life and property for visitors and residents living in the unincorporated areas of Multnomah County. They provide protection services by responding to service calls through the 911 system, non-emergency dispatch or self-initiated field activities. Deputies are the first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and use problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health and mental health services. Traffic safety through education and intervention provides safe streets and highways to access commerce and recreation opportunities for the community. A visible public safety system is critical for citizens in feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety. The Patrol Unit works actively with citizen groups and neighborhood associations to develop agreed upon response plans for identified problems. The Patrol Unit provides the introduction of county wide social service programs to the community.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Calls for service	47,190	50,000	48,462	48,000		
Outcome	Number of arrests generated from calls for service	2,669	2,800	2,644	2,656		
Outcome	Average response time (minutes)	15	15	16	15		

#### **Performance Measures Descriptions**

Calls for service includes self-initiated and dispatched incidents. Response time is for dispatched calls only. Data from BOEC. Arrest data from DSSJ cubes.

ORS 206.010, General duties of sheriff ORS 204.635, Deputies of sheriff; special appointment, authority of; liability of ORS 206.210, Authority of sheriff over organization of office ORS 206.345, Contracts with cities, authority under contract ORS 401.560, Search and Rescue, responsibilities of sheriff.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$5,164,535	\$206,662	\$5,992,290	\$154,458
Contractual Services	\$2,302	\$0	\$2,348	\$0
Materials & Supplies	\$102,539	\$41,496	\$104,589	\$33,327
Internal Services	\$554,106	\$13,842	\$618,848	\$13,153
Total GF/non-GF	\$5,823,482	\$262,000	\$6,718,075	\$200,938
Program Total:	\$6,085,482		\$6,91	9,013
Program FTE	36.70	0.30	37.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$9,994	\$0	\$9,344	\$0
Intergovernmental	\$0	\$127,000	\$0	\$99,000
Other / Miscellaneous	\$0	\$50,000	\$0	\$15,000
Beginning Working Capital	\$0	\$5,000	\$0	\$6,938
Service Charges	\$407,851	\$80,000	\$428,328	\$80,000
Total Revenue	\$417,845	\$262,000	\$437,672	\$200,938

### **Explanation of Revenues**

#### General Fund:

\$4000 - Misc. Patrol/Security Services Provided

\$33,852-Patrol Services provided to City of Maywood Park (2% COLA increase from Prev. Year)

\$390,476-Patrol Services provided to City of Wood Village (2% COLA increase from Prev. Year)

#### Fed/State Fund:

\$20,000 - Patrol Services provided to Oregon State Parks within Multnomah County

\$5000 - OSSA Seatbelt Grant

\$10,000 - OSSA DUII Grant

\$60,000 - Patrol Services provided to Or. Dept. of Transportation within Construction Zones

### **Significant Program Changes**

Last Year this program was: 60063 MCSO Patrol



#### Program #60064 - MCSO Civil Process

4/18/2014

**Department:** Sheriff **Program Contact:** Monte Reiser

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The Civil Unit is the enforcement arm of the civil and probate court system. Notice and enforcement actions originate through the civil, probate, and family courts and are processed through the delivery and services made by this unit. Civil enforcement actions are statutorily mandated to the Sheriff.

### **Program Summary**

The Civil Unit is the ministerial arm of the Circuit Court. All court actions are initiated through a written notification to parties of a pending action and these documents are delivered by the Civil Unit. Through the Civil Unit, court orders to seize and sell property, satisfy landlord/tenant actions, and enforce child custody disputes are enforced in an objective, fair, and equitable manner in compliance with Oregon statutes and rules on civil procedure. Through probate court, families, police officers and other interested parties seek involuntary commitment for allegedly mentally ill persons suffering from episodes so debilitating that they are a danger to themselves or others. The Civil Unit deputy locates, transports, and provides security for the person and the court. When domestic violence threatens the family unit, deputies in the Civil Unit serve domestic violence restraining orders to protect family members from violence and aggressive behavior.

Civil Unit deputies experience incidents of physical resistance when performing their duties. In particular, evictions may involve subjects who barricade themselves requiring s substantial dedication of resources and time. Often times, these incidents require the skill of the Multnomah County Special Weapons and Tactics Team to perform a measured response tactical entry into the residence to execute the eviction while providing safety for nearby citizens. Persons subject to the court's orders have threatened to kill uniformed staff, displayed firearms, discharged firearms, and fortified apartments and homes to prevent the court action. It is routine for persons to hide within dwellings to avoid being contacted by civil deputies. A balanced public safety system provides citizens the ability and right to address their grievances in a safe, fair and equitable manner.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of individuals served through civil process	12,110	13,500	13,500	13,500	
Outcome	Percent successfully served documents	79%	80%	80%	80%	
Outcome	Percent protective orders served	75%	80%	80%	80%	
Output	Number of evictions	720	800	800	800	

#### **Performance Measures Descriptions**

Data from the "Civil Process" data base.

ORS 107.720-730, 206.010-070 and 180, 433.355, 93.530 and Chapter 23. Oregon Rules on Civil Procedure Rule 7

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,447,469	\$0	\$1,465,971	\$0
Contractual Services	\$1,150	\$0	\$1,173	\$0
Materials & Supplies	\$39,674	\$0	\$40,465	\$0
Internal Services	\$93,665	\$0	\$128,066	\$0
Capital Outlay	\$0	\$0	\$45,000	\$0
Total GF/non-GF	\$1,581,958	\$0	\$1,680,675	\$0
Program Total:	\$1,581,958		\$1,68	0,675
Program FTE	12.00	0.00	12.00	0.00

Program Revenues					
Fees, Permits & Charges	\$237,076	\$0	\$500,000	\$0	
Service Charges	\$196,500	\$0	\$202,000	\$0	
Total Revenue	\$433,576	\$0	\$702,000	\$0	

### **Explanation of Revenues**

General Fund:

\$150,000 - Civil Process Fees

\$350,000 - Civil Foreclosure Fees due to property sales

\$200,000 - Circuit Court Revenue

\$2000 - Reimbursement for State Extraditions

## Significant Program Changes

Last Year this program was: 60064A MCSO Civil Process

Increase in Capital Equipment for the purchase of an SUV vehicle for the Civil Process Unit.



#### Program #60065 - MCSO River Patrol

4/18/2014

Department:SheriffProgram Contact:Travis Gullberg

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Sheriff's River Patrol Unit partners with the Oregon Marine Board, the Port of Portland, U.S. Coast Guard to provide safe commercial and recreational access and passage to the county's 110 miles of waterways along the Columbia River, Willamette River, Sandy River and Multnomah Channel. The River Patrol Unit provides law enforcement and search and rescue services to all river, lake, shoreline and island locations in Multnomah County.

### **Program Summary**

The River Patrol Unit provides protection and intervention for the numerous county moorages, marinas, and houseboat communities. The country's fifth largest port requires unobstructed ingress and egress of commercial ship movement into the region. Marine deputies respond to all life threatening marine calls for service such as boat collisions, drowning, missing persons, and environmental hazards. Deputies provide boater safety education and intervention through classroom, boat inspections and enforcement activities. It is crucial for the local economy that cargo vessels, carrying consumer products, efficiently transport these goods in a timely and efficient manner. In FY 2011, the Port of Portland moved 12,310,919 short tons of cargo through its facilities and there were 510 calls to port terminals by ocean-going vessels. Community livability contributes to a thriving economy and access to work, cultural, and recreational activity is an important element of a thriving economy. River Patrol participates in regional multi-agency marine security drills to promote efficient coordination of first responder resources. This unit provides critical infrastructure security protection along Multnomah County waterways. The Oregon Marine Board contributes approximately one third of the funding needs for the Sheriff's Office River Patrol. River Patrol Unit is key to emergency preparedness on/near the regional waterways; they participate in numerous agency collaborations and are a significant function to a visible public safety system.

Performan	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Hours of community water safety education	267	215	180	215			
Outcome	Number of citizens issued boater examination reports, warning, and citations	3,463	3,200	3,200	3,200			

#### **Performance Measures Descriptions**

Data from Oregon State Marine Board website "Number of citizens issued boater examination reports, warning, and citations" includes the following boater contact types: HIN Insp, Pass MTR, Fail w/warn MTR, Fail w/cite MTR, Pass NM, Fail w/warn NM, and Fail w/cite NM. (Education for FY13 plus 59 prep hours, FY14 40 prep hours)

Patrol operates under ORS Chapter 830 and contracts with the Oregon Marine Board.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,384,608	\$689,812	\$1,475,518	\$719,610
Contractual Services	\$18,007	\$0	\$8,367	\$0
Materials & Supplies	\$126,733	\$31,396	\$139,267	\$69,068
Internal Services	\$214,783	\$56,039	\$196,562	\$3,439
Capital Outlay	\$33,796	\$327,000	\$33,797	\$0
Total GF/non-GF	\$1,777,927	\$1,104,247	\$1,853,510	\$792,117
Program Total:	\$2,882,174		\$2,64	5,626
Program FTE	9.00	5.50	9.00	5.50

Program Revenues				
Indirect for Dept. Admin	\$40,460	\$0	\$2,443	\$0
Intergovernmental	\$0	\$1,038,247	\$0	\$746,117
Other / Miscellaneous	\$1,400	\$50,000	\$0	\$30,000
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$41,860	\$1,104,247	\$2,443	\$792,117

### **Explanation of Revenues**

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$746,117 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$30,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

### **Significant Program Changes**

Last Year this program was: 60065 MCSO River Patrol

Decrease in Non-General Fund Revenue due to completion and closing of UASI Boat Grant in Fiscal Year 2014.



#### Program #60066 - MCSO Detectives, INTERCEPT, Elder Abuse

4/18/2014

Department: Sheriff Program Contact: Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program provides for investigation of all crimes, including those involving homicide, sexual assault, burglary, fraud and theft to citizens and business, crimes against children, the elderly and property crimes.

County-wide services provided by the Sheriff's Office includes investigations of crimes committed against children by use of technology (INTERCEPT).

### **Program Summary**

Detectives investigate all crimes that are not concluded by patrol deputies. The Detective Unit is responsible for responding to the scenes of crimes, conducting preliminary and follow-up investigations, preparing the required investigative reports, preparing an analysis of the report, apprehending the suspect, preparing the case for a successful prosecution, and testifying in court. The MCSO Detectives are part of the East County Major Crimes Team. The Countywide Investigation program funds the Sheriff's Office participation in several inter-agency teams. These teams are able to pool resources and leverage personnel for more effective results.

The Detective Unit also registers approximately 450 sex offenders annually and conducts sex offender compliance sweeps.

The INTERCEPT detective works in a Multi-Sheriff Office and Department of Justice team in the tri-county jurisdiction. This detective investigates state and federal laws relating to crimes against children, child pornography, child exploitation and the use of computers to promote these crimes.

The Elder Abuse detective also works in a multidisciplinary team that works together to help keep seniors safe and investigates crimes against the elderly. The primary purpose of the Elder Abuse Detective is to help victims – current victims, future victims, potential victims. When elders are financially abused the best way to help them is to give them a sense of justice through effective investigation and prosecution which can result in restitution as part of the judgment. This detective works directly and is housed with Multnomah County Adult Protective Services.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Total cases investigated	1,555	1,200	1,650	1,600	
Outcome	Total cases cleared	850	500	850	700	
Output	Person crime cases investigated	183	150	225	150	
Outcome	Person crime cases cleared	145	100	150	100	

#### **Performance Measures Descriptions**

Data from Law Enforcement Associates Data Technologies caseload database.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,293,031	\$0	\$1,367,424	\$0
Contractual Services	\$7,447	\$6,496	\$7,596	\$0
Materials & Supplies	\$27,307	\$0	\$27,854	\$0
Internal Services	\$82,304	\$504	\$100,394	\$0
Total GF/non-GF	\$1,410,089	\$7,000	\$1,503,268	\$0
Program Total:	\$1,417,089		\$1,50	3,268
Program FTE	9.00	0.00	9.00	0.00

Program Revenues					
Indirect for Dept. Admin	\$364	\$0	\$0	\$0	
Other / Miscellaneous	\$0	\$7,000	\$0	\$0	
Total Revenue	\$364	\$7,000	\$0	\$0	

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 60066 MCSO Detectives, INTERCEPT, Elder Abuse



#### Program #60067 - MCSO Special Investigations Unit

4/18/2014

**Department:** Sheriff **Program Contact:** Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

This program provides for the investigation of crimes involving the sale, distribution, and manufacturing of dangerous drugs. The Special Investigations Unit (SIU) is charged with enforcing state narcotics laws, prostitution activities, and assisting with advanced surveillance of major criminal cases. Emphasis of drug investigations is placed on narcotics distributors who supply to street level dealers, referred to as mid to upper mid-level narcotics traffickers. SIU is a resource for investigating and apprehending suspects involved in Human Trafficking of children.

### **Program Summary**

The purpose of the Special Investigations Unit (SIU) is to investigate illegal drug activities in the Metro area, and other criminal activity as directed by the Sheriff. The unit conducts criminal investigations of street level illicit drug activity, up to and including the prosecution of federal narcotics crimes. Investigations often lead to Drug Trafficking Organizations (DTO's) that transport and eventually sell dangerous drugs for a profit. SIU investigations take them into areas considered hazardous to health and public safety. Investigations conducted by the SIU detectives have resulted in indictments and prosecutions in numerous meth lab cases. SIU coordinates clean-up of drug labs. With the changing needs and priorities of our communities, SIU has modified its mission over the past several years to accommodate the significant impacts of Methamphetamine and other dangerous drugs infesting our neighborhoods, schools, recreational areas and work places. Statistics show that about 90% of all crime can be attributed to dangerous drugs in our community. The SIU program is partially funded through grants, revenues received from forfeitures and federal case funding.

SIU has the responsibility to proactively identify, investigate, prepare the required investigative reports, apprehend the suspect(s), prepare the case for a successful prosecution and testify in court in all cases dealing with illegal drugs and vice activities.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	SIU drug cases	154	120	140	130	
Outcome	Percent of SIU drug cases that are methamphetamine	52.9%	50%	57%	50%	
Output	Number of searches	81	60	80	70	
Outcome	Percent of searches resulting in an arrest	99%	99%	100%	99%	

#### **Performance Measures Descriptions**

Data are compiled from an Excel database reported monthly. The numbers of drug cases conducted are tied solely to the unit's manpower.

ORS 206.010, General duties of sheriff

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$639,068	\$198,718	\$640,911	\$131,062
Contractual Services	\$0	\$45,674	\$0	\$30,000
Materials & Supplies	\$3,759	\$9,279	\$3,834	\$10,500
Internal Services	\$34,828	\$19,710	\$44,082	\$11,438
Total GF/non-GF	\$677,655	\$273,381	\$688,827	\$183,000
Program Total:	\$951,036		\$871	,827
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Indirect for Dept. Admin	\$14,231	\$0	\$8,125	\$0
Intergovernmental	\$0	\$133,381	\$0	\$33,000
Other / Miscellaneous	\$0	\$100,000	\$0	\$140,000
Service Charges	\$0	\$40,000	\$0	\$10,000
Total Revenue	\$14,231	\$273,381	\$8,125	\$183,000

### **Explanation of Revenues**

Fed/State Funds:

\$3000 - Marijuana Eradication Grant

\$30,000 - Proceeds from Federal Equitable Sharing Forfeitures

Special Ops Funds:

\$10,000 - Reimbursement from OCDETF Activity

\$20,000 - Proceeds from Seizure/Forfeiture Auctions

\$120,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity

### Significant Program Changes

Last Year this program was: 60067A MCSO Special Investigations Unit



#### Program #60068 - MCSO Warrant Strike Team

4/18/2014

**Department:** Sheriff **Program Contact:** Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Excessive un-served warrants are a problem Multnomah County shares with many other jurisdictions. Warrant backlogs keep wanted persons from being held accountable for their actions and threaten public safety. Four full-time deputies are assigned to the Warrant Strike Team. This program benefits citizens by removing wanted subjects from our neighborhoods, preventing crime and associated costs to future victims and potential prosecutorial cost savings.

### **Program Summary**

The purpose of this program is to reduce the number of felony and misdemeanor warrant offenders that currently reside in Multnomah County. The Warrant Strike Team is responsible for arresting persons with felony and misdemeanor warrants issued by the courts to include warrants for Measure 11 offenses. In May of 2007, Multnomah County Commissioner Lisa Naito produced a "3 step action plan to address the excessive number of outstanding warrants in Multnomah County". This plan included funding for the addition of two deputies to the Multnomah County Sheriff's Office Law Enforcement Division in the creation of this program. Members of MCSO met with local police agencies and the Multnomah County District Attorney's Office to establish initial operating protocols to include the prioritization of warrants to be served by strike team deputies. After the initial implementation period, strike team members identified two areas necessitating a request for two additional deputies. The two areas identified were safety/inmate transport and the need to address the large number of individuals residing/visiting with "out of area" warrants. MCSO, the Board of Commissioners and District Attorney's Office sponsored an effort to fund two additional deputy sheriffs to the Warrant Strike Team.

The Multnomah County Sheriff's Office Warrant Strike Team is charged by the Multnomah County Board of Commissioners and the State of Oregon (ORS 206.010) to serve felony and misdemeanor warrants issued in Multnomah County, Oregon. The Warrant Strike Team operates in partnership with the Multnomah County District Attorney's office where the team's primary office is located. The Warrant Strike Team works closely with DA's office members to prioritize and manage the execution of specific warrants. This program has had a positive impact on the number of wanted persons arrested and number of attempt service of warrants which assists the DA's office in addressing "speedy trial" issues. The Warrant Strike Team is also helping to tackle the increasing number of out of compliance sex offenders in Multnomah County.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total warrant service attempts	1,165	1,200	1,200	1,200		
Outcome	Total warrants served	474	420	500	450		
Outcome	Total warrant arrests	431	400	400	400		

#### **Performance Measures Descriptions**

Data compiled from an Excel database reported monthly.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$688,496	\$0	\$723,083	\$0
Contractual Services	\$2,670	\$0	\$2,723	\$0
Materials & Supplies	\$11,565	\$0	\$11,796	\$0
Internal Services	\$22,851	\$0	\$25,411	\$0
Capital Outlay	\$36,890	\$0	\$20,000	\$0
Total GF/non-GF	\$762,472	\$0	\$783,013	\$0
Program Total:	\$762,472		\$783	3,013
Program FTE	5.00	0.00	5.00	

Program Revenues					
Service Charges	\$16,500	\$0	\$26,000	\$0	
Total Revenue	\$16,500	\$0	\$26,000	\$0	

# **Explanation of Revenues**

General Fund:

\$26,000 - Reimbursement for US Marshal Fugitive Task Force Activity

# **Significant Program Changes**

Last Year this program was: 60068 MCSO Warrant Strike Team



### Program #60069 - MCSO Alarm Program

4/18/2014

Department:SheriffProgram Contact:Becky ChildProgram Offer Type:Existing Operating ProgramProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The citizens of Oregon have designated certain activities to be regulated to facilitate a safe and livable community. Through an alarm permitting program, burglar alarms are regulated to enhance police response alarms.

### **Program Summary**

The False Alarm Reduction Program regulates burglary and robbery alarms in unincorporated Multnomah County and through collaborative contracts with east Multnomah County cities. Alarm regulation increases the probability that police respond to a valid alarm, saving scarce Public Safety resources. False alarm penalties promote good equipment maintenance technology. False alarm response is a nonproductive use of police time and resources. Current and valid permits as well as properly functioning alarms promote safety through quick response. Citizens using alarms partner with police to promote safety in their community.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of alarm events	2438	2500	2500	2500		
Outcome	Number of false alarms dispatches completed	1479	1500	1500	1500		
Output	Number of new alarm permits issued	701	1000	1000	1000		
Output	Number of existing alarm permits renewed	5841	6000	6000	6000		

#### **Performance Measures Descriptions**

The performance measures for the Alarms Unit are all generated out of SAP.

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Troutdale, Wood Village and Maywood Park.

# **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$124,504	\$0	\$125,347
Contractual Services	\$0	\$58,485	\$0	\$71,891
Materials & Supplies	\$0	\$2,566	\$0	\$2,566
Internal Services	\$0	\$24,445	\$0	\$27,696
Total GF/non-GF	\$0	\$210,000	\$0	\$227,500
Program Total:	\$210,000		\$227	<b>7,500</b>
Program FTE	0.00	1.50	0.00	1.50

Program Revenues					
Indirect for Dept. Admin	\$10,932	\$0	\$12,082	\$0	
Fees, Permits & Charges	\$0	\$130,000	\$0	\$137,500	
Other / Miscellaneous	\$0	\$80,000	\$0	\$90,000	
Total Revenue	\$10,932	\$210,000	\$12,082	\$227,500	

### **Explanation of Revenues**

Special Ops Fund: \$17,500 - Alarms Late Fees \$120,000 - Alarms Permits \$90,000 - Alarms Fines

### **Significant Program Changes**

Last Year this program was: 60069 MCSO Alarm Program



### Program #60070 - MCSO Concealed Handgun Permits

4/18/2014

**Department:** Sheriff **Program Contact:** Becky Child

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The citizens of Oregon have designated certain activities to be regulated to facilitate a safe and livable community. The issuance of concealed handgun licenses ensures safe, appropriate, and legal carrying of concealed handguns.

### **Program Summary**

The Concealed Handgun Unit investigates applicants and issues concealed handgun licenses to those who meet the legal standards set by Oregon Statutes. The Unit monitors existing licenses and if needed revokes licenses for reason designated in the Oregon Statutes. The Concealed Handgun Unit processes renewal notifications on a monthly basis and responds to questions from the public regarding the application process and other handgun related issues. A secondary function of the Concealed Handgun Unit is the issuance of Expedited Court Access ID cards. These applications are processed using the existing Concealed Handgun software system. Expedited Court Access ID Cards are issued as a courtesy to people who regularly are needing access to the Multnomah County Courthouse for their employment.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	New/renew concealed handgun permit applications	6041	6500	8800	7500	
Outcome	New/transfer/renewal concealed handgun permits issued	6262	7000	8500	8500	
Outcome	New denials and valid concealed handgun permits revoked	256	300	295	300	
Output	Number of Courthouse ID's issued	671	800	1000	1000	

#### **Performance Measures Descriptions**

Performance Measures for the CHL Unit are mostly generated out of the PERMITS system which is the licensing computer system. New Applications received are hand tallied on a calendar.

Concealed Handgun licensing is mandated by ORS 166.291-297.

### **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$238,670	\$0	\$295,185
Contractual Services	\$0	\$40,000	\$0	\$40,000
Materials & Supplies	\$1,257	\$30,433	\$1,282	\$32,801
Internal Services	\$8,716	\$25,897	\$8,732	\$32,014
Total GF/non-GF	\$9,973	\$335,000	\$10,014	\$400,000
Program Total:	\$344,973		\$410	,014
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Indirect for Dept. Admin	\$17,439	\$0	\$21,244	\$0
Fees, Permits & Charges	\$0	\$305,000	\$0	\$305,000
Beginning Working Capital	\$0	\$0	\$0	\$65,000
Service Charges	\$101,000	\$30,000	\$120,000	\$30,000
Total Revenue	\$118,439	\$335,000	\$141,244	\$400,000

### **Explanation of Revenues**

General Fund:

\$120,000 - Facility Access ID Badges

Special Ops Fund:

\$65,000 - Carry-over from Fiscal Year 2014

\$5000 - OLCC Fees

\$300,000 - Concealed Handgun Licenses

\$30,000 - Handgun Safety Classes

### **Significant Program Changes**

Last Year this program was: 60070 MCSO Concealed Handgun Permits



### Program #60071 - MCSO TriMet Transit Police

4/18/2014

Department: Sheriff Program Contact: Monte Reiser

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program supports the Sheriff's Office participation in the TriMet Transit Police. TriMet police officers are funded through TriMet to maintain a safe transit system.

### **Program Summary**

Transit police ensure a safe transit system by performing preventative patrol on TriMet's buses, trains and at TriMet's facilities, including the Portland Transit Mall. Deputies search for explosives and suspicious objects or behavior. TriMet transit police investigate crimes committed on TriMet property including those involving trespass and disorderly conduct. Transit deputies work in uniform and the unit has a plainclothes detail.

TriMet is a municipal corporation providing public transportation extensively throughout the three county Portland metro area. During fiscal year 2009, residents and visitors boarded a bus, MAX, or WES train 101.5 million times. TriMet carries more people per capita than any other comparable US transit system of similar size. TriMet's top priority is maintaining a safe transit system. Transit police deputies patrol TriMet vehicles and facilities.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of calls for service	2032	2100	1978	2000		
Outcome	Number of reported offenses for TriMet violations	5589	5500	3612	4000		
Output	Number of TriMet exclusions	221	250	174	200		

#### **Performance Measures Descriptions**

Calls for service data are from PPDS VCAD tactical inquiry.

Number of reported offenses for TriMet from PPDS tactical inquiry, offense "998." Exclusion data are also from PPDS tactical inquiry, offense "9981."

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$784,639	\$0	\$769,338
Internal Services	\$0	\$60,966	\$0	\$62,163
Total GF/non-GF	\$0	\$845,605	\$0	\$831,501
Program Total:	\$845,605		\$831	,501
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Indirect for Dept. Admin	\$44,018	\$0	\$44,160	\$0
Service Charges	\$0	\$845,605	\$0	\$831,501
Total Revenue	\$44,018	\$845,605	\$44,160	\$831,501

### **Explanation of Revenues**

Special Ops Fund:

\$831,501 - Transit Patrol Services provided for Tri-met

### **Significant Program Changes**

Last Year this program was: 60071 MCSO TriMet Transit Police



### Program #60072 - MCSO Additional SIU Detective

4/18/2014

**Department:** Sheriff **Program Contact:** Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs: 60067-15

Program Characteristics: Backfill State/Federal/Grant

### **Executive Summary**

SIU has the responsibility to proactively identify, investigate, prepare the required investigative reports, apprehend the suspect(s), prepare the case for a successful prosecution, and testify in court in all cases dealing with illegal drugs, vice and human trafficking activities. This program adds one previously grant funded FTE to bring the level of general funded FTE's to four deputies, one sergeant and one investigative technician, which is a minimum staffing level for the safety of the team.

### **Program Summary**

The Special Investigations Unit is charged with the responsibility for enforcing state narcotics laws, prostitution activities, and assist with advanced surveillance of major criminal cases. The purpose of the Special Investigations Unit (SIU) is to investigate illegal drug activities in the Metro area, and other criminal activity as directed by the Sheriff. The unit conducts criminal investigations of street level illicit drug activity, up to and including the prosecution of federal narcotics crimes. Investigations often lead to Drug Trafficking Organizations (DTO's) that transport and eventually sell dangerous drugs for a profit. SIU investigations take them into areas considered hazardous to health and public safety. Investigations conducted by the SIU detectives have resulted in indictments and prosecutions in numerous meth lab cases. SIU coordinates clean up of drug labs. With the changing needs and priorities of our communities, SIU has modified its mission over the past several years to accommodate the significant impacts of Methamphetamine and other dangerous drugs infesting our neighborhoods, schools, recreational areas and work places. Statistics show that about 90% of all crime can be attributed to dangerous drugs in our community. SIU is a local law enforcement resource for investigating and apprehending suspects involved in domestic and/or foreign Human Trafficking of children. The SIU program is partially funded through grants, revenues received from forfeitures and federal case funding.

Over the past forty years practice and mission execution has taught us that the minimum number of personnel to safely and effectively conduct these types of high risk operations that the Special Investigations Unit takes on is a minimum of one supervisor and four deputies.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	SIU Drug Cases	-	-	-	25	
Outcome	Percent of SIU drug cases that are methamphetamine	-	-	-	50%	
Output	Number of searches	-	-	-	20	
Outcome	Percent of searches resulting in an arrest	-	-	-	99%	

#### **Performance Measures Descriptions**

Data are compiled from an Excel database reported monthly. The numbers of drug cases conducted are tied solely to the unit's manpower. The numbers above are one fourth of the SIU's Unit numbers as this position is one fourth of the team.

ORS 206.010, General duties of sheriff

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$95,816	\$0
Total GF/non-GF	\$0	\$0	\$95,816	\$0
Program Total:	\$0		\$95,816	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was:



### Program #60073 - MCSO Human Trafficking Task Force

4/18/2014

Department: Sheriff Program Contact: Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

MCSO, in partnership with the Department of Justice, the local U. S. Attorney, and other stakeholders, provides public awareness of human trafficking, identifies victims of severe trafficking, and assists victims who are willing to cooperate in the investigation of traffickers to obtain continued presence and/or a temporary visa.

### **Program Summary**

MCSO will develop training materials for officers and investigators to improve their identification of human trafficking victims. In addition to providing training to police officers, MCSO will also train its jail and court personnel to identify trafficking victims who may have been overlooked by police and other investigators. A key component of this training is the development of written protocols and resource manuals that enhance coordination and sharing of information and resources between law enforcement agencies and victims service providers. MCSO will develop protocols for resource referral and service provisions for U.S victims of human trafficking versus alien victims of trafficking. MCSO and its task force partners will define the role for its law enforcement and service provider partners in training others in the community, such as medical personnel, landlords, transportation industry personnel, fire marshals, code enforcement, health inspectors, and others to identify the signs of human trafficking. Since the passage of the Trafficking and Violence Protection Act of 2000, human trafficking continues to be a major concern in the Pacific Northwest. Oregon's character as a port of entry, the known intensity of human trafficking along the I-5 corridor, and its large agricultural industry, make Oregon a haven for coerced labor activity and sexual exploitation of individuals for commercial gain. The I-5 corridor is a known transport artery for not only illegal drugs, but also human trafficking, carrying victims from as far south as San Diego through Oregon to as far north as Vancouver, British Columbia. Local, state, and federal law enforcement have worked on over fifty sex trafficking cases of both domestic and international victims, a fraction of suspected activity in Oregon. Local law enforcement agencies, including MCSO, have also seen an increase in illegal drug dealing by persons who may have been coerced into drug dealing.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of investigations assigned	34	25	35	30		
Outcome	Number of victims located	145	90	100	90		
Output	Training hours re human trafficking provided to law enforcement and civilians	187	150	160	150		

#### **Performance Measures Descriptions**

Data from hand counts of reports compiled by Deputy Bickford.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$132,923	\$0	\$133,101	\$0
Total GF/non-GF	\$132,923	\$0	\$133,101	\$0
Program Total:	\$132,923		\$133	,101
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60073 MCSO Human Trafficking Task Force



#### Program #60074 - MCSO Metro Services

4/18/2014

**Department:** Sheriff **Program Contact:** Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Metro serves Clackamas, Multnomah and Washington counties, and the 25 cities in the Portland metropolitan area. One of Metro's principle missions is to protect open space and parks. Within this mission, the MCSO Metro Services Unit consists of a detective who enforces disposal laws and Metro's rules and regulations for disposal and 2 Corrections Deputies that are in charge of two Inmate Work Crews assigned to cleaning up illegal dump sites.

### **Program Summary**

Through a contract with Metro, a regional government that serves Multnomah, Clackamas, and Washington counties, the Sheriff's Office provides one detective to combat illegal dumping. The Detectives in this unit have knowledge of applicable laws and ordinances and work to enforce these laws. This includes (but is not limited to): investigation and surveillance of companies that haul waste to determine if they are disposing of solid waste properly, investigation of incidents of illegal dumping, coordination of efforts to curtail problems and educate stakeholders with issues associated with solid waste, surveillance of chronic dump sites, and the coordination of the legal removal of chronic transient camps. Illegal dumping is a crime. Illegal dumping is a major problem that raises significant concerns with regard to safety, property values, and quality of life in our community. In addition, it is a major economic burden on local government, which is typically responsible for cleaning up dump sites. If not addressed, illegal dumps often attract more waste, potentially including hazardous wastes such as asbestos, household chemicals and paints, automotive fluids, and commercial or industrial wastes. Health risks associated with illegal dumping are significant. Metro protects open space and parks, plans for land use and transportation, and manages garbage disposal and recycling for 1.3 million residents in three counties and 25 cities in the Portland, Oregon, region. The MCSO Metro Services Unit combats illegal dumping.

Performar	Performance Measures							
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer			
Output	Number flow control and regulatory cases cited	46	12	44	30			
Outcome	Dollar amount of flow control and regulatory penalties	\$14,462	\$3,750	\$16,000	\$5,000			

#### **Performance Measures Descriptions**

Per Steve Kraten of METRO: The numbers are for the program as a whole and do not reflect the actions of any single individual. Numbers are for flow control cases only.

Data from METRO's internal case load manager.

1. Bringing flow control violators back into the "system" so that they pay the fee's and taxes on solid waste. 2.Deterring others from violating flow control.

Contract with Metro.

### **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$395,141	\$19,965	\$321,090
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$30,796	\$0	\$26,041
Total GF/non-GF	\$0	\$427,137	\$19,965	\$348,331
Program Total:	\$427	\$427,137		3,295
Program FTE	0.00	3.00	0.15	2.45

Program Revenues				
Indirect for Dept. Admin	\$22,235	\$0	\$18,499	\$0
Service Charges	\$0	\$427,137	\$0	\$348,331
Total Revenue	\$22,235	\$427,137	\$18,499	\$348,331

### **Explanation of Revenues**

Special Ops Fund:

\$348,330 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

### Significant Program Changes

Last Year this program was: 60074 MCSO Metro Services

In Fiscal Year 2015, .4 of Corrections Deputy FTE is moved from this program offer to the Special Operations Fund portion of MCSO Inmate Work Crew Program Offer 60039-15 and .15 of Deputy Sheriff FTE is backfilled by the General Fund.



### Program #60075 - MCSO Corbett School Resource Deputy

4/18/2014

Department:SheriffProgram Contact:Monte Reiser

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

#### **Executive Summary**

This program provides law enforcement protection and early intervention to Corbett Schools for at-risk parents and children. Deputies provide educational programs to juveniles as a first level approach to the public safety system. The program is a conduit between schools, law enforcement and the county social service system as a whole. In addition, a highly trained Enforcement Deputy provides first line defense against violent actions taken if an active threat is present.

### **Program Summary**

This program supports public safety by identifying and understanding the community's priorities and responding; collaborating and sharing information with partners in the community and public safety system; and contributes to assuring safe environments. The program works with at risk children in the schools and through their families, plus providing classes addressing drug use. These deputies provide for the first necessary step toward intervention. They are not only a stabilizing force for our young, but in many cases are role models toward the juveniles they encounter daily. This program introduces needed social service programs offered by the county which under normal circumstances would never reach those in need.

Activities include: illegal drug enforcement, prevention and education, providing resources for guiding and intervening with at risk high school students by supporting their teachers and parents, intervening in the exploitation, molestation and physical abuse of children and assisting their families. Educational programs provided stem from basic legal knowledge, traffic law, drunk driving and potential results, basic vehicle operation, drug use and the effects of, person to person crimes and the

effects on society. Partnerships include schools, Services to Children and Families, city, county and federal enforcement agencies.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Student Contacts	1,100	1,100	1,173	1,100	
Outcome	Percentage of students involved in crimes	0%	0%	1%	0%	
Output	Hours of classroom education	10	10	10	10	
Output	School Meetings	25	25	25	25	

#### **Performance Measures Descriptions**

Measures are new, but will be collected during the 2013-14 fiscal year.

ORS 206.010, General duties of sheriff

ORS 204.635, Deputies of sheriff; special appointment, authority, etc.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$30,287	\$93,170	\$39,691
Internal Services	\$0	\$2,353	\$0	\$3,207
Total GF/non-GF	\$0	\$32,640	\$93,170	\$42,898
Program Total:	\$32,640		\$136	,069
Program FTE	0.00	0.00	0.70	0.30

Program Revenues					
Indirect for Dept. Admin	\$1,699	\$0	\$2,278	\$0	
Service Charges	\$0	\$32,640	\$46,358	\$42,898	
Total Revenue	\$1,699	\$32,640	\$48,636	\$42,898	

### **Explanation of Revenues**

General Fund:

\$46,358 - Corbett School District

Fed/State Fund:

\$42,898 - Patrol Services provided to the US Forest Service during the Summer Months

# **Significant Program Changes**

Last Year this program was:



### Program #60076 - MCSO Domestic Violence Enhanced Response

4/18/2014

Department: Sheriff Program Contact: Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Domestic Violence (DV) Victim Services & Coordination provides in-person services for 5,600 victims and children, management of grant-funded projects and coordination of multi-jurisdiction government and community responses. Research shows that these core services reduce re-assault of victims, and thus help to reduce violent crime in the county. This program offer funds a detective position as a member of the DV Enhanced Response Team.

### **Program Summary**

The Domestic Violence Enhanced Response Team (DVERT) Project provides a multidisciplinary, intensive, collaborative response to complex domestic violence cases with a high risk of on-going, severe abuse or potentially lethal outcomes. DVERT intervention on individual cases includes immediate crisis and follow-up victim services, as well as criminal justice intervention.

Multnomah County expends \$11 million in criminal justice costs (jail, prosecution and probation supervision) annually, and DV costs the community another \$10 million in lost wages, health care and other costs. Services funded in this offer include: centralized access and crisis response (24,600 calls); safe emergency shelter or motel vouchers (990 women and children); civil legal advocacy insuring safety after separation (2,800 victims); mobile advocacy and rent assistance (650 women and children); and culturally specific services for Latinas, Russians, African Americans, Native Americans, immigrants/refugees, and sexual minorities (800 women and children). Evidence-based practices include emergency shelters, which reduce re- assault by 50%, and civil legal services, which reduce DV homicides. This program offer also includes grant-funded projects that serve an additional 310 victims and children: services to increase long-term self-sufficiency; services for victims and their children involved in Child Welfare; and DV Enhanced Response Team (DVERT) which is a collaborative response to high risk offenders and their victims. DV Enhanced Response Team (DVERT) which is a collaborative response to high risk offenders and their victims. DVERT has reduced recidivism of the high risk offenders in DVERT and increased victims' safety and their confidence in the criminal justice system. The 43 member organizations represent the criminal justice system, victim services, health care, batterers intervention, elected officials and others. In addition, the offer supports the development of the Gateway one-stop victim center.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of victims and children served	262	300	240	265	
Outcome	Total people served	441	450	500	460	
Output	Number of training's conducted	39	0	50	45	
Outcome	Total number of people trained	1184	0	1000	750	

#### **Performance Measures Descriptions**

Number served includes all clients and their children receiving in-person services provided by CGF, HUD or SHAP funds (ongoing funding).

Data from Multnomah County DVERT coordinator Becky Bangs.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$76,562	\$51,041	\$76,142	\$31,528
Total GF/non-GF	\$76,562	\$51,041	\$76,142	\$31,528
Program Total:	\$127,603		\$107	<b>7,671</b>
Program FTE	0.60	0.40	0.60	0.25

Program Revenues				
Intergovernmental	\$0	\$51,041	\$0	\$31,528
Total Revenue	\$0	\$51,041	\$0	\$31,528

# **Explanation of Revenues**

Fed/State Fund:

\$31,529 - .25 FTE of Deputy Sheriff funded by Domestic Violence Grant

# Significant Program Changes

Last Year this program was: 60076 MCSO Domestic Violence Enhanced Response Tea



#### Program #60077 - MCSO Corbett Community Resource Deputy

4/18/2014

Department: Sheriff Program Contact: Monte Reiser

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

The Corbett Community Resource Deputy assists the community with emergency preparedness, safety education, and performs general liaison work on behalf of MCSO. This Community Resource Deputy coordinates and manages the Corbett Volunteer Citizen Patrol. This project increases safety and livability of the Columbia River Gorge.

### **Program Summary**

MCSO provides 24/7 public safety coverage for the residents living in the unincorporated areas of Multnomah County, including Corbett. Deputies are first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and using problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health, and mental health services. Traffic safety through education and intervention provides safe streets to access commerce and recreation opportunities of the community. This program coordinates the execution of these responsibilities for the Corbett community. A visible public safety system is a critical factor to citizens feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of community meetings attended by CRO	144	144	144	144	
Outcome	Number of incidents Corbett	495	600	790	600	

### **Performance Measures Descriptions**

Assumes CRO attendance at three meetings per week or 12/month. The position of Corbett Community Resource Office began in October 2008.

Data are from the CRO monthly reports.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
Program Expenses	2014	2014	2015	2015	
Personnel	\$132,923	\$0	\$133,101	\$0	
Materials & Supplies	\$5,003	\$0	\$5,103	\$0	
Total GF/non-GF	\$137,926	\$0	\$138,204	\$0	
Program Total:	\$137	\$137,926		\$138,204	
Program FTE	1.00	0.00	1.00	0.00	

Program Revenues						
Total Revenue	\$0	\$0	\$0	\$0		

### **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: 60077 MCSO Corbett Community Resource Deputy



### Program #60078 - MCSO Logistics Unit

4/18/2014

Department:SheriffProgram Contact:Monte ReiserProgram Offer Type:SupportProgram Offer Stage:As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

The Logistics Unit manages the Sheriff's Office fleet operations. This includes procurement and installation of electronic technology for fleet vehicles. This unit oversees maintenance and building modifications for the Sheriff's Office. Additional responsibilities are equipping personnel, processing evidence seized, and controlling agency communication needs.

### **Program Summary**

The Logistics Fleet Section is responsible for the acquisition, repair, and maintenance of approximately 180 vehicles, utilizing a variety of vendors including coordination with the County Shops. The Logistics' Evidence Section is responsible for the safe keeping of evidence and the public's property and then returning property to the rightful owner; the unit returns approximately \$25,000 in unclaimed cash to the General Fund annually. Along with the Fleet and Property duties, Logistics ensures that equipment, supplies and uniform needs are met for Public Safety personnel so that they can, then, perform their duties and tasks at an optimal level. They also coordinate radio template upgrades, activation and deletion of Mobile Data Computers & 800 MHz radios with COMNET, a necessary part of the emergency communications within the Portland Metro area. Logistics is an integral support for both the Law Enforcement and Corrections operational functions in the Sheriff's Office. Functions such as fleet, radio and evidence handling are critical to operations.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of evidence exhibits received, processed and bar-coded	11,366	12,000	12,000	12,000	
Outcome	Number of cases closed and disposed	4,269	3,500	3,500	3,500	
Output	Number of uniform requisitions/invoices reconciled	852	900	1,000	1,000	

### **Performance Measures Descriptions**

"Number of evidence exhibits received, processed and bar-coded" and "Number of cases closed and disposed" data from the internal evidence database.

Data provided by LPT Tom Mitchell, LE Evidence Room Tech. Tom also maintains a separate spread sheet as a check and balance on U drive.

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$436,189	\$0	\$423,428	\$0
Contractual Services	\$1,134	\$0	\$1,156	\$0
Materials & Supplies	\$10,646	\$0	\$10,860	\$0
Internal Services	\$696,723	\$0	\$553,878	\$0
Total GF/non-GF	\$1,144,692	\$0	\$989,322	\$0
Program Total:	\$1,144,692		\$989,322	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues						
Total Revenue	\$0	\$0	\$0	\$0		

# **Explanation of Revenues**

# Significant Program Changes

Last Year this program was: 60078 MCSO Logistics Unit



## Program #60079 - MCSO Procurement & Warehouse

4/18/2014

Department:SheriffProgram Contact:David RaderProgram Offer Type:SupportProgram Offer Stage:As Proposed

Related Programs:

**Program Characteristics:** 

### **Executive Summary**

Auxiliary Services support Corrections and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. The Auxiliary Services Unit is responsible for the MCSO Warehouse operation, receiving/distribution, purchasing, and contracts and requisitions for inmate commissary.

## **Program Summary**

A Buyer facilitates the purchase of items in an expeditious and cost effective manner, while working with Central Purchasing as needed. Receiving/distribution of items is routed through the Warehouse. Deliveries to nine MCSO facilities are required daily or bi-weekly. Purchasing, warehousing and receiving/distribution functions ensure that items utilized by MCSO are procured in a fiscally responsible manner and with the safety and security of staff and inmates as the highest priority.

Performar	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Total dollar value of purchase orders placed	1,617,427	1,500,000	1,625,910	1,600,000		
Outcome	Total number of delivery stops made	2,670	2,700	2,661	2,600		

## **Performance Measures Descriptions**

<sup>&</sup>quot;Total dollar value of purchase orders placed" from SAP, provided by Gwen Tyler.

<sup>&</sup>quot;Total number of delivery stops made" from internal daily/monthly spreadsheet data provided by EPT Sam Hill.

Oregon Jail Standards:

Commissary: G03.01.00, G03.01.01, G03.02.00, G03.02.01, G03.02.02, G03.02.03,

G03.02.04,G03.03.00,G03.03.01,G03.03.02

## **Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$853,014	\$0	\$860,658	\$0
Contractual Services	\$567	\$0	\$578	\$0
Materials & Supplies	\$18,027	\$0	\$18,388	\$0
Internal Services	\$117,321	\$0	\$113,166	\$0
Total GF/non-GF	\$988,929	\$0	\$992,789	\$0
Program Total:	\$988,929		\$992	2,789
Program FTE	7.77	0.00	7.77	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

## **Explanation of Revenues**

## **Significant Program Changes**

Last Year this program was: 60079 MCSO Procurement & Warehouse



## Program #60080 - MCSO Property & Laundry

4/18/2014

Department:SheriffProgram Contact:David Rader

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

Auxiliary Services support Corrections and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. The Auxiliary Services Unit is responsible for inmate property and laundry. Services provided to inmates include storage of personal property/clothing/funds, laundry distribution and sewing services.

### **Program Summary**

Secure storage of inmate property/clothing/funds starts with accurate verification of all items inventoried at booking on a 24/7 basis. Additional property responsibilities include bail checks, property and money releases and preparation of all out-of-county transports through MCSO facilities. Clean laundry and linen products are provided to inmates bi-weekly. Sewing services are provided to mend and prolong the life of inmate jail clothing and alterations to staff uniforms.

Property staff ensures inmates' personal possessions are stored in a secure and respectful manner and that all funds associated with an inmate are accounted for.

The Property Unit interacts with the US Marshal's, Immigration and Customs Enforcement (ICE), the Northwest Shuttle System, all Oregon counties, attorneys, Courts and the public.

Laundry ensures that inmates are provided with clean clothing/linen and inmates learn job skills by working in the laundry. Laundry services are also provided to Juvenile Detention and Traditional Project's Warming Center.

Performa	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Pounds of clean laundry processed for inmates	1,255,336	1,200,000	1,164,282	1,160,000
Outcome	Total paid claims regarding lost/missing inmate property	2	3	2	3
Outcome	Total bookings/releases processed by Property	75,000	72,500	76,611	75,000

## **Performance Measures Descriptions**

<sup>&</sup>quot;Pounds of clean laundry processed for inmates" from an internal daily spreadsheet, maintained on the MCSO shared drive. Data provided by EPT Kim Stidum.

<sup>&</sup>quot;Total paid claims regarding lost/missing inmate property" provided by Farrell & Associates.

<sup>&</sup>quot;Total booking/releases processed by Property" from Planning and Research, Mobius Report 703 (bookings) and Cognos query 'Releases 010107 Forward.imr' (releases). Data from SWIS.

Revised Statutes: Property: 133.455, 169.076 Laundry: 169.076, 169.077 Property/laundry services are mandated and must be provided regardless of number of inmates incarcerated. Oregon Jail Standards

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$1,846,303	\$0	\$1,902,896	\$0
Contractual Services	\$523	\$0	\$534	\$0
Materials & Supplies	\$133,565	\$0	\$136,236	\$0
Internal Services	\$226,663	\$0	\$234,902	\$0
Capital Outlay	\$0	\$0	\$225,000	\$0
Total GF/non-GF	\$2,207,054	\$0	\$2,499,568	\$0
Program Total:	\$2,207,054		\$2,49	9,568
Program FTE	19.00	0.00	19.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$4,500	\$0
Service Charges	\$0	\$0	\$2,000	\$0
Total Revenue	\$0	\$0	\$6,500	\$0

## **Explanation of Revenues**

General Fund:

\$2000 - Reimbursement for Providing Commercial Laundry Services

\$4500 - Reimbursement for Cleaning items

## Significant Program Changes

Last Year this program was: 60080 MCSO Property & Laundry

Increase in Capital Equipment for the replacement of industrial washer and dryer for inmate clothing.



## Program #60081 - MCSO Commissary

4/18/2014

Department:SheriffProgram Contact:David Rader

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

## **Executive Summary**

The Inmate Welfare Fund (IWF), overseen by Sheriff's Command Staff and civilian members, provides services to arrestees, pretrial inmates and sentenced offenders including banking, commissary and phone service. Through the profits of commissary items, telephone usage and other sources, IWF provides direct services and products that otherwise might not be funded for the benefit of the inmates. The Commissary Unit is a self-sustaining program which draws no revenue from either the IWF or the General Fund.

### **Program Summary**

The IWF trust fund provides an in-house banking system that enables inmates to safely deposit funds and utilize these funds for numerous purposes, including, but not limited to the purchase of commissary items. The revenues from commissary and other services provide revenue to the IWF, which in turn allows the IWF to offer additional services including chaplains, recreational items, and tools for social and educational development and assisting inmates who are indigent. The IWF is fully funded by profits from the inmates, for the inmates. Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at competitive pricing. Furthermore, these profits pay for the jail chaplaincy program which meets prisoner needs regarding religious expression and legal requirements, and contributes to housing tranquility.

Performar	nce Measures				
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer
Output	Total number of commissary orders filled for inmates	75,000	70,000	54,891	55,000
Outcome	Total dollars of commissary sales	754,020	700,000	684,600	680,000

#### **Performance Measures Descriptions**

Data from the Inmate Accounting System (SWIS).

Charter 6.50(1)

Operational Procedures 06.106.010 - 06.106.088

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$340,608	\$0	\$340,463
Contractual Services	\$0	\$1,024	\$0	\$1,024
Materials & Supplies	\$0	\$356,859	\$0	\$323,002
Internal Services	\$0	\$59,347	\$0	\$54,683
Total GF/non-GF	\$0	\$757,838	\$0	\$719,172
Program Total:	\$757	\$757,838		),172
Program FTE	0.00	3.73	0.00	3.73

Program Revenues				
Indirect for Dept. Admin	\$43,986	\$0	\$38,194	\$0
Other / Miscellaneous	\$0	\$757,838	\$0	\$719,172
Total Revenue	\$43,986	\$757,838	\$38,194	\$719,172

## **Explanation of Revenues**

Inmate Welfare Trust Fund:

\$719,173 - Revenue from Commissary Sales to Inmates

# **Significant Program Changes**

Last Year this program was: 60081 MCSO Commissary



## Program #60083 - MCSO Domestic Violence Enhanced Response GF Back-fill

4/18/2014

Department: Sheriff Program Contact: Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 60076-15

Program Characteristics: Backfill State/Federal/Grant

#### **Executive Summary**

Domestic Violence (DV) Victim Services & Coordination provides in-person services for 5,600 victims and children, management of grant-funded projects and coordination of multi-jurisdiction government and community responses. Research shows that these core services reduce re-assault of victims, and thus help to reduce violent crime in the county. This program offer funds a detective position as a member of the DV Enhanced Response Team.

### **Program Summary**

The Domestic Violence Enhanced Response Team (DVERT) Project provides a multidisciplinary, intensive, collaborative response to complex domestic violence cases with a high risk of on-going, severe abuse or potentially lethal outcomes. DVERT intervention on individual cases includes immediate crisis and follow-up victim services, as well as criminal justice intervention.

Multnomah County expends \$11 million in criminal justice costs (jail, prosecution and probation supervision) annually, and DV costs the community another \$10 million in lost wages, health care and other costs. Services funded in this offer include: centralized access and crisis response (24,600 calls); safe emergency shelter or motel vouchers (990 women and children); civil legal advocacy insuring safety after separation (2,800 victims); mobile advocacy and rent assistance (650 women and children); and culturally specific services for Latinas, Russians, African Americans, Native Americans, immigrants/refugees, and sexual minorities (800 women and children). Evidence-based practices include emergency shelters, which reduce re- assault by 50%, and civil legal services, which reduce DV homicides. This program offer also includes grant-funded projects that serve an additional 310 victims and children: services to increase long-term self-sufficiency; services for victims and their children involved in Child Welfare; and DV Enhanced Response Team (DVERT) which is a collaborative response to high risk offenders and their victims. DV Enhanced Response Team (DVERT) which is a collaborative response to high risk offenders and their victims. DVERT has reduced recidivism of the high risk offenders in DVERT and increased victims' safety and their confidence in the criminal justice system. The 43 member organizations represent the criminal justice system, victim services, health care, batterers intervention, elected officials and others. In addition, the offer supports the development of the Gateway one-stop victim center.

Performa	Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer		
Output	Number of victims and children served	-	-	-	40		
Outcome	Total people served	-	-	-	69		
	Total number of people trained	-	-	-	112		

## **Performance Measures Descriptions**

Number served includes all clients and their children receiving in-person services provided by CGF, HUD or SHAP funds (ongoing funding) leveraged by this 0.15 FTE position.

Data from Multnomah County DVERT coordinator Becky Bangs.

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$0	\$19,036	\$0
Total GF/non-GF	\$0	\$0	\$19,036	\$0
Program Total:	\$0		\$19	036
Program FTE	0.00	0.00	0.15	0.00

Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

# **Explanation of Revenues**

# Significant Program Changes

# Last Year this program was:

The Domestic Violence Grant funding was reduced at the Federal Level.



## Program #60084 - MCSO Gang Enforcement Deputy

4/18/2014

Department: Sheriff Program Contact: Ned Walls

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

### **Executive Summary**

This program provides for the continued participation of the Sheriff's Office in the East Metro Gang Enforcement Team (EMGET). East Multnomah County has experienced a significant increase in crime, much of which can be attributed to an increase in gang-related activity.

### **Program Summary**

MCSO participates in the interagency East Metro Gang Enforcement Team (EMGET). No individual law enforcement agency can adequately respond to this unique threat to life, property, and quality of life that has no jurisdictional bounds. As a result, East County law enforcement agencies have banded together to seek grants; improve interagency and interdisciplinary communications; coordinate field efforts, records, and information databases; empower residents and businesses to present a united front to counter gang activity; work in close cooperation with social services to address the issues that led persons into gangs and in preventative measures for those at risk for joining gangs; and collectively working with specifically assigned members of the District Attorney's Office to prosecute the gang involved criminal conduct. All these collective efforts are to identify gang members; reduce actual and feared gang related criminal activity; empower the community to unite against gang activities and influence; and provide enhanced and focused law enforcement efforts to reduce actual and feared gang related criminal activity.

In areas east of 162nd Avenue, the EMGET provides focused investigative assets towards gang related violent and other high impact neighborhood crimes; conducts proactive measures to prevent gang related crimes and activities; provides expertise to regular field staff and the community in gang issues; and collaborates with other criminal justice partners, social services, and neighborhoods to identify gang related issues and solve gang related problems. Criminal Justice partners include but are not limited to the Transit Police Detail, Portland Police Bureau, area School Resource Officers, Gresham Police Department, Fairview Police Department, Multnomah County Sheriff's Office, Multnomah County Department of Community Justice, Troutdale Police Department, and the US Marshal's Service. The deputy on EMGET is part of a close knit collaborative team also comprised of Police Officers from the cities of Troutdale, Fairview, and Gresham.

Presentations are made in high schools, middle schools, and community and business groups in regards to deterring gang involvement and gang involved activities. The EMGET also works with the Oregon Department of Justice to document confirmed gang members in a statewide database.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of cases referred to DA for prosecution	49	105	60	65	
Outcome	Number of weapons seized	47	30	40	40	

#### **Performance Measures Descriptions**

Data from EMGET, Gresham Police Administrative Assistant Jill Mick - 503-618-2253. Last FY Estimate decreased due to Troutdale Police pulling out of the Team and the assigned deputy being off on workman comp for much of the FY. Only one team of two was working. We now have two new Deputies assigned to EMGET and Gresham has assigned a new SGT.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$0	\$260,525	\$0	\$253,936
Internal Services	\$0	\$20,242	\$0	\$20,518
Total GF/non-GF	\$0	\$280,767	\$0	\$274,454
Program Total:	\$280,767		\$274,454	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues					
Indirect for Dept. Admin	\$14,615	\$0	\$14,576	\$0	
Intergovernmental	\$0	\$280,767	\$0	\$274,454	
Total Revenue	\$14,615	\$280,767	\$14,576	\$274,454	

## **Explanation of Revenues**

Fed/State Fund:

\$274,456 - Grant funding from Oregon Youth Authority for 2.0 FTE Gang Enforcement Deputies

## **Significant Program Changes**

Last Year this program was: 60084 MCSO Gang Enforcement Deputy



# Program #60085 - MCSO Hornet Trail Rescue and Wilderness Law Enforcement

4/18/2014

Services Team

**Department:** Sheriff **Program Contact:** Monte Reiser

Program Offer Type: Existing Operating Program Program Offer Stage: As Proposed

**Related Programs:** 

**Program Characteristics:** 

#### **Executive Summary**

Members of the MCSO "Green Hornet Trail Rescue Team" are specially trained endurance athletes, tasked with the reducing search and rescue response times to missing and endangered persons at or near Columbia River Gorge trail locations.

## **Program Summary**

Annually, the Multnomah County Sheriff's Office Search and Rescue Unit (SAR) experiences a high volume call workload from May through September in the late afternoon and early evening hours. Typically, a tourist hiker that has gone for a day hike at one of the many trailheads in the Columbia River Gorge National Scenic Area and, due to reduced daylight, has become disoriented which may result in injury or death. The MCSO "Green Hornet Trail Rescue and wilderness Law Enforcement Team" mission will be to decrease the Search and Rescue response times to missing and endangered person's calls at or near Columbia River Gorge trail locations.

MCSO currently has members who are physically fit endurance athletes who are experienced with hiking, trail running, map reading, etc. By providing SAR training and necessary equipment, this program will significantly decrease SAR response call times and increase the opportunity to locate the lost and possibly injured persons much faster resulting in reduced overtime expense to MCSO (SAR related overtime averages approximately \$100,000 per year). Six team members can provide preventative and proactive law enforcement/education functions during trailhead heavy use days, further reducing search incidents and impacting high incidents of property crime at these locations.

In FY 2014, the Green Hornet Trail Rescue and Wilderness Law Enforcement Services Team utilized a majority of its budget to train members under newly established Oregon State Sheriff's Association search and rescue standards. This training added new capabilities which allow the team to be more effective in evening and night hours better meeting the needs of the hikers who find themselves lost and requiring rescue services. In the past, many searches had to wait for the next day break, this changes the outcome in favor of the lost hikers by the rescue team being less restricted by night conditions. For FY 2015, this program seeks to train and equip members for nighttime deployment.

Performance Measures						
Measure Type	Primary Measure	FY13 Actual	FY14 Purchased	FY14 Estimate	FY15 Offer	
Output	Number of searches for lost/missing hikers conducted	-	20	10	20	
Outcome	Percentage of searches resulting in a found/rescued person	-	90%	90%	90%	
Output	Number of people provided hiking safety information	-	50	50	50	

#### **Performance Measures Descriptions**

The Hornet Trail Rescue Team is a new program which began implementation in July of 2013. A majority this year was spent in training and equipping team members. In 2013 the Oregon State Sheriff's Association implemented new certification requirements which required all members to be properly certified to conduct search and rescue operations. By April 1, 2014, all members will be certified for deployment.

Oregon Revised Statutes Chapter 404 - County sheriff's search and rescue authority and obligations

# Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2014	2014	2015	2015
Personnel	\$5,081	\$0	\$9,854	\$0
Materials & Supplies	\$10,000	\$0	\$10,200	\$0
Total GF/non-GF	\$15,081	\$0	\$20,054	\$0
Program Total:	\$15,081		\$20,054	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues						
Total Revenue	\$0	\$0	\$0	\$0		

## **Explanation of Revenues**

# **Significant Program Changes**

Last Year this program was: