

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 Public Affairs Office; the Office of Emergency Management; Information Technology Services; independent County organizations and non-County agencies; and entities that account for 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 Public Affairs 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. The Information Technology agency operates and plans for information technologies--phones, computers, software and hardware, and systems--used throughout the County.

Several independent County agencies provide advice, oversight, analysis, and advocacy on behalf of the County and its citizens. The Commission on Children, Families, and Community works on public policy related to children, families, and economic security. The Local Public Safety Coordinating Council coordinates public safety plans, policies, operations, and strategies of local government agencies in Multnomah County. The Tax Supervising & Conservation Commission oversees budget and tax levy authority for taxing districts in the County; and the Citizen Involvement Committee involves citizens in County policy and decision-making processes.

Budget Overview

The Nondepartmental budget contains County programs, independent County agencies, corporate functions, and payments to other entities that do not belong to other County departments.

The FY 2011 budget for Nondepartmental contains the following structural changes:

- Transfer in of the Sustainability program from the Department of County Management (DCM), adding \$282,644 and 2.00 FTE.
- Transfer in of the Office of Diversity and Equity from DCM, adding \$276,526 and 2.00 FTE.
- Creation of a Government Relations Office, with 1.00 FTE and associated expenses moved from the Office of the Board Clerk.

Significant expenditure changes or program expansions include:

- \$750,000 for the first debt payment on the construction of the anticipated East County Court facility.
- Adding \$255,441 and 3.00 FTE to the Sustainability program for Community Food Policy and Recycling coordination county-wide.
- Adding \$316,559 and 2.00 FTE to the Office of Diversity and Equity to provide additional leadership, training, and workforce analysis.
- Adding \$91,955 and 1.00 FTE to the Public Affairs Office to enhance public affairs services in new media formats.

One-time-only programs for FY 2011 include:

- \$97,120 and 2.00 limited duration FTE to expand the Commission on Children, Families, and Community's Family Economic Security program to enroll more children in the Oregon Health Plan.
- \$750,000 to sponsor the annual National Association of Counties convention in Portland in 2011.
- \$140,000 for the final ITAX payment to Multnomah County schools.

Budget Trends	FY 2009	FY 2010	FY 2010	FY 2011	
	Actual	Current	Adopted	Adopted	Difference
		Estimate	Budget	Budget	
Staffing FTE	248.21	243.40	248.40	263.29	14.89
Personal Services	\$27,349,316	\$30,128,491	\$30,743,358	\$33,942,794	\$3,199,436
Contractual Services	26,637,014	29,964,137	30,575,650	39,167,154	8,591,504
Materials & Supplies	16,060,274	19,242,294	19,634,994	21,871,710	2,236,716
Capital Outlay	<u>932,002</u>	<u>14,667,648</u>	<u>14,966,988</u>	<u>3,355,673</u>	<u>(11,611,315)</u>
Total Costs	\$70,978,606	\$94,002,570	\$95,920,990	\$98,337,331	\$2,416,341

Successes and Challenges

A selection of FY 2010 successes from Nondepartmental agencies includes:

- CCFC has leveraged over \$20 million in new resources for Multnomah County's children and families.
- The Public Affairs Office has increased its use of web and social media, reaching citizens who increasingly rely on these media for communications and information.
- LPSCC directs the work of several subcommittees and smaller workgroups that focus on key issues within the public safety system, such as youth violence prevention, law enforcement agency alignment, pre-trial supervision, coordination between the public safety and mental health systems, and implementation of the County's 2008 Public Safety Plan.

Challenges:

- The County Attorney's Office is seeing more cases actually going to trial and appeal courts. Increasingly, grievances are going to arbitration; and SB 400 has increased the number of requests to bargain.
- The Information Technology Division will continue work on two significant County-wide projects to modernize the County's information technology infrastructure: moving the data center and improving disaster recovery functions; and upgrading and combining the County's voice and data networks.

Budget by Program

The following table shows the programs that make up Nondepartmental FY 2011 (Information Technology programs will follow).

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
10000	Chair's Office	\$1,495,147	\$0	\$1,495,147	9.50
10001	BCC District 1	477,337	0	477,337	4.00
10002	BCC District 2	477,337	0	477,337	3.50
10003	BCC District 3	477,337	0	477,337	3.80
10004	BCC District 4	477,337	0	477,337	4.00
10005	Auditor's Office	1,292,500	0	1,292,500	8.13
10006	Tax Supervising & Conservation Commission	278,207	0	278,207	2.40
10007	CCFC Administration	0	423,695	423,695	3.02
10008	Community Engagement & Plan Implementation	0	446,080	446,080	4.36
10009	Contracts for Services: Birth to 18	0	580,574	580,574	0.00
10010A	211 Info	48,720	0	48,720	0.00
10011A	Family Economic Security	68,251	0	68,251	0.13
10011B	Comprehensive Family Economic Security	97,120	0	97,120	2.00
10013A	Public Affairs Office	626,331	0	626,331	5.50
10013B	Public Affairs Office-Enhanced Services	91,955	0	91,955	1.00
10014	County Attorney's Office	0	3,680,576	3,680,576	22.80
10015	Local Public Safety Coordinating Council	644,795	600,171	1,244,966	2.00
10016	Citizen Involvement Committee	205,230	0	205,230	2.00
10017	Office of the Board	981,903	0	981,903	3.00
10018	General Fund Facilities Charges	4,370,910	0	4,370,910	0.00

Nondepartmental

fy2011 adopted budget

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
10019	Multnomah County Schools	140,000	0	140,000	0.00
10020	County School Fund	0	191,500	191,500	0.00
10021	Pass-Thru Payments to East County Cities	4,526,024	0	4,526,024	0.00
10022	Convention Center Fund	0	19,014,000	19,014,000	0.00
10023	Capital Debt Retirement Fund	0	30,794,550	30,794,550	0.00
10024	GO Bond Sinking Fund	0	15,795,357	15,795,357	0.00
10025	PERS Pension Bond Fund	0	60,840,000	60,840,000	0.00
10026	Revenue Bonds	0	1,692,500	1,692,500	0.00
10027	Tax Revenue Anticipation Notes	375,000	0	375,000	0.00
10028	Emergency Management	611,292	1,157,117	1,768,409	5.00
10029	Emergency Management UASI Regional	0	431,420	431,420	2.00
10030	Government Relations Office	418,538	0	418,538	2.00
10031B	NACo Conference Fundraising	750,000	0	750,000	0.00
10032	Regional Arts & Culture Council	161,060	0	161,060	0.00
10037A	Office of Equity & Diversity	276,526	0	276,526	2.00
10037B	Office of Equity & Diversity - Enhanced	316,559	0	316,559	2.00
10038A	Office of Sustainability	227,993	26,750	254,743	1.80
10038B	Office of Sustainability Program Restorations	27,901	0	27,901	0.20
10038C	Multnomah County Food Policy Coordination	166,564	0	166,564	2.00
10038D	Sustainability - Recycling Program	88,877	0	88,877	1.00
Total		\$20,196,751	\$135,674,290	\$155,871,041	99.14

The above includes cash transfers, contingencies and unappropriated budgets which is why the total is different than the Budget Trends table on page 2.

Other Program Offers and Information

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 2011 General Fund	Other Funds	Total Cost	Total FTE
95000	Fund Level Transactions	\$56,981,325	\$45,284,493	\$102,265,818	0.00
95001	General Fund Revenues	353,331,253	0	353,331,253	0.00
25101	Mental Health Beginning working Capital	0	14,972,699	14,972,699	0.00

Significant Changes

The following table describes the significant changes made in each division. Significant is defined as expenditures that have increased/decreased by more than 5% or where FTE have increased or decreased by 1.00 or more from the FY 2010 adopted budget. Additional information can be found in the division narrative and in individual program offers.

Prog #	Program Name	FTE Changes (+/-) All Funds	Estimated \$ Change-GF	Estimated \$ Change-Other Funds
I0000	Chair's Office	1.00	(124,613)	-
I0001	BCC District 1	-	33,337	-
I0002	BCC District 2	-	34,837	-
I0003	BCC District 3	-	34,837	-
I0004	BCC District 4	-	34,837	-
I0009	CCFC Contracts for Services: Birth to 18	-	-	(347,721)
I0011B	Comprehensive Family Economic Security	2.00	97,120	-
I0013B	Public Affairs Office-Enhanced Services	1.00	91,955	-
I0015	Local Public Safety Coordinating Council	(0.80)	112,450	121,352
I0016	Citizen Involvement Committee	-	16,525	-
I0017	Office of the Board	(0.80)	68,222	-
I0018	General Fund Facilities Charges	-	826,688	-
I0019	Multnomah County Schools	-	(585,000)	-
I0020	County School Fund	-	-	(13,500)
I0022	Convention Center Fund	-	-	(1,666,000)
I0023	Capital Debt Retirement Fund	-	-	(4,598,352)
I0024	GO Bond Sinking Fund	-	-	(940,647)
I0025	PERS Pension Bond Fund	-	-	12,476,000
I0026	Revenue Bonds	-	-	(492,240)
I0027	Tax Revenue Anticipation Notes	-	-	(575,000)
I0028	Emergency Management	-	(57,345)	(378,917)
I0029	Emergency Management UASI Regional	-	-	(66,580)
I0030	Government Relations Office	2.00	418,538	-
I0031B	NACo Conference Fundraising	-	750,000	-
I0038C	Multnomah County Food Policy Coordination	2.00	166,564	-
I0038D	Sustainability - Recycling Program	1.00	88,877	-

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Lead Agency: Chair
Program Offer Type: Existing Operating
Related Programs:

Program Contact: Jeff Cogen

Program Characteristics:

Executive Summary

The Chair creates the vision and policy direction of Multnomah County and implements this vision as mandated by the Home Rule Charter. The Chair develops the Executive Budget; appoints and supervises department directors; has authority over litigation, contracts, and financial instruments; and manages the Board agenda. The Chair is the Chief Executive Officer and Chief Personnel Officer for the County.

In FY2011, the Chair's Office will provide leadership for the Board of County Commissioners still grappling with a recession and a financial structural deficit. The Chair's Office oversees all Department Directors, Information Technology, Emergency Management, Office of Diversity and Equity, Public Affairs Office, and the Office of Sustainability.

The Chair's priorities include protecting the health and safety of the community, especially the most vulnerable, supporting a community where everyone has an opportunity to thrive, and investing in better ways of doing business. Achieving these priorities is driven by the values of sustainability, prevention, innovation, creativity, diversity and equity and partnerships.

Program Description

The Chair directs a \$1 billion budget, six departments, hundreds of programs and over 4,400 FTE. Chair Cogen and his staff are dedicated to improving the health and welfare of Multnomah County residents by spearheading creative, cost-effective and practical avenues to community improvement.

Chair Cogen will continue with his commitment to championing programs and efforts that reflect our community's values and promote the common good. As a Commissioner, he fought for stable funding for School Based Health Clinics; used surplus county land to grow 6 tons of fresh produce for the Oregon Food Bank; delivered a long-awaited library in North Portland; and implemented a cell phone recycling program that keeps toxic chemicals out of landfills. Chair Cogen was responsible for solar energy installations to County buildings, a county-wide nutritional menu-labeling policy and the successful effort to close a significant budget deficit by raising the County's Motor Vehicle Rental Tax.

In FY2011, the Chair's Office focuses on opening up County government and making it more accessible to the community. They will link with regional partners on solutions for the Sellwood Bridge, the East County Courthouse, and the Crisis Assessment and Treatment Center. A federal chronic disease prevention grant will fund community organizations to run programs that increase their community's physical activity, improve nutrition and decrease overweight/obesity rates. We will use technology to better connect the community to County services and to improve our processes. Implementing the Climate Action Plan is priority.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Performance evaluations & work plans	100.0%	100.0%	100.0%	100.0%
Outcome	Proposal and approval of FY11 budget	0	0	0	1
Output	Respond within 24 hours to constituent emails, calls and concerns.	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

Annual performance planning and reviews establish work plans for the upcoming year, evaluates performance, provides feedback, and documents outcomes and results. They also develop and support plans for improving in competency areas.

The annual budget achieves the integration of Board policy with service demands, operational needs and financial constraints.

By responding to constituent concerns promptly and thoroughly, Chair Cogen will continue to build trust and demonstrate that he is accountable to the public.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$1,100,321	\$0	\$1,183,044	\$0
Contracts	\$190,000	\$0	\$30,173	\$0
Materials & Supplies	\$78,945	\$0	\$55,720	\$0
Internal Services	\$250,494	\$0	\$226,210	\$0
Total GF/non-GF:	\$1,619,760	\$0	\$1,495,147	\$0
Program Total:	\$1,619,760		\$1,495,147	
Program FTE	8.50	0.00	9.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This is a General Fund-supported program.

Significant Program Changes

Last year this program was: #10000A, Chair's Office

The Senior Policy Advisor will be replaced by an Education/Prevention policy advisor to assist in implementation of the Chair's initiatives in these priority areas.

Lead Agency: District 1

Program Contact: Deborah Kafoury

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Multnomah County Commissioner Deborah Kafoury is one of five elected officials composing the governing body of Multnomah County. Commissioner Kafoury represents the citizens of District One.

Program Description

District One encompasses all areas of Multnomah County west of the Willamette River, Sauvie Island, and the inner east side of Multnomah County. Commissioner Kafoury is the main point of contact for citizens in District One who have questions or concerns about county services or policies. Commissioner Kafoury fulfills the governance roles outlined in the County Charter. She is an advocate for concerns to the community and her district including affordable housing, homelessness prevention, the health and well-being of Multnomah County's children and families, land use and transportation needs, and ensuring a stable and economically secure Multnomah County that is able to meet the needs of the most vulnerable citizens. In addition, she is the official liaison to the Multnomah County Commission on Children, Families and Communities and serves as the Alternate for the Joint Policy Advisory Committee on Transportation.

In the last year, Commissioner Kafoury secured the option from the Legislature to pass a local vehicle registration fee to fund replacement of the Sellwood Bridge; partnered with Willamette Light Brigade to allow the public to light the bridges; Co-Chaired the Complete Count Committee to increase participation in the 2010 Census and raised \$150,000 in private dollars for the effort; secured contingency funding to rapidly house 34 homeless families in 30 days; and advanced a bill in the 2010 special legislative session to provide tax relief to very low-income homeowners.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Maintain an interactive website updated once/week and send monthly e-newsletter.	0	0	0	52
Outcome	Advocate for Federal Funding for the Sellwood Bridge.	0	0	0	40,000,000
Outcome	Hold one meeting/month with City to improve housing/homelessness coordination.	0	0	0	12
Outcome		0	0	0	0

Performance Measure - Description

Maintain an interactive website and e-newsletter. The District 1 website, which has information on the business of the county and encourages constituent contact, is only effective if it is dynamic and people are drawn to it. Weekly updates and monthly outreach will facilitate contact.

Commissioner Kafoury will identify and advocate for additional revenue in the Legislature, Congress, and with voters to address the ongoing structural deficit of the county. She is currently advocating for \$40,000,000 in Federal funding for the Sellwood Bridge.

The City and County jointly adopted the Ten Year Plan to End Homelessness which sets goals and priorities in serving individuals and families facing homelessness. Commissioner Kafoury and her staff will meet with the City on a monthly basis over the next year to improve coordination on current housing and homeless programs. In addition, Commissioner Kafoury will work with City Leadership and community partners to do a five-year review the goals, assumptions, and priorities of the Ten Year Plan to End Homelessness.

Legal/Contractual Obligation

The Board of County Commissioners offices are mandated by the Multnomah County Home Rule Charter. Chater III, 3.10(3).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Personnel	\$372,395	\$0	\$396,779	\$0
Contracts	\$4,000	\$0	\$4,000	\$0
Materials & Supplies	\$12,078	\$0	\$10,754	\$0
Internal Services	\$55,527	\$0	\$65,804	\$0
Total GF/non-GF:	\$444,000	\$0	\$477,337	\$0
Program Total:	\$444,000		\$477,337	
Program FTE	3.80	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: #10001, District 1

Lead Agency: District 2

Program Contact: Barbara Willer

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Commissioner Barbara Willer is one of five elected members that comprise the Multnomah County Board of Commissioners. Commissioner Willer represents the residents of District 2 which includes North and Northeast Portland. Working with her colleagues on the Board of Commissioners, she is responsible for determining County priorities, setting policy, and allocating resources to build a balanced budget.

Program Description

Commissioner Willer and her staff are dedicated to improving the health, security and quality of life of Multnomah County residents. She is committed to providing strong leadership for District 2, engaging community members in dialogue about their concerns, and operating in a straightforward and clear style.

Commissioner Willer is an advocate for the concerns of those living in District 2 and in Multnomah County. She works to increase the economic security of families and those not currently enjoying the benefits of our community's ongoing recovery from the economic recession. She takes action to prioritize those County services that show concrete, positive outcomes for County residents to meet their basic needs, strengthen the stability of their families, ensure their safety, and improve their long-term health and well-being. Commissioner Willer addresses threats to environmental health and sustainability and their impact on families and communities.

As our community continues to struggle with economic distress and unemployment, Commissioner Willer and her staff will continue improving Multnomah County by delivering bold, innovative solutions that preserve vital services that our most vulnerable populations rely on for survival.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Respond within 24 hours to constituent emails, calls and concerns	98	100	100	95
Outcome	Accountability to constituents	0	0	0	0
Output	Number of Meetings with the Public, Other Jurisdictions & Community Partners	1,140	1,248	1,200	1,000
Outcome	Building trust and fostering open lines of communication with the community	0	0	0	0

Performance Measure - Description

By responding to constituent concerns promptly and thoroughly, Commissioner Willer will continue to build trust and demonstrate that she is accountable to her constituents. By counting the number of community meetings & events with individual members of the public, other jurisdictions, or community partners that Commissioner Willer or her staff have attended, we will track performance in building solid working relationships with diverse groups.

Legal/Contractual Obligation

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	2010	2010	2011	2011
Personnel	\$367,668	\$0	\$386,595	\$0
Contracts	\$11,521	\$0	\$14,938	\$0
Materials & Supplies	\$7,394	\$0	\$8,201	\$0
Internal Services	\$55,917	\$0	\$67,603	\$0
Total GF/non-GF:	\$442,500	\$0	\$477,337	\$0
Program Total:	\$442,500		\$477,337	
Program FTE	4.00	0.00	3.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This is a General Fund program.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #10002, District 2

Commissioner Willer is serving a term of approximately 9 months, beginning when former District 2 Commissioner Jeff Cogen became Multnomah County chair on April 1, 2010 and ending when a newly elected Commissioner takes office on January 1, 2011.

Lead Agency: District 3

Program Contact: Judy Shiprack

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

Multnomah County Commissioner Judy Shiprack is one of five elected officials composing the governing body of Multnomah County. Commissioner Shiprack represents District 3, the central portion of Multnomah County and will focus on policy priorities impacting her constituency.

As a member of the Multnomah County Board of Commissioners, Commissioner Shiprack is responsible for setting the policy priorities of Multnomah County with her colleagues on the Board. The Commissioner also has the shared responsibility of allocating available resources through a budgeting process. The Board is required by law to adopt a balanced budget.

Program Description

As poverty and the need for county services grows and moves to mid and east Multnomah County, Commissioner Shiprack will continue to implement comprehensive and evidence-based policies and practices. She will ensure Multnomah County is positioned to address needs related to the area's changing demographics in a smart and efficient way.

After an extensive community involvement process last year, Commissioner Shiprack brought forward policy and a food action plan to combat hunger and improve access. This multi-jurisdictional, public and private regional partnership will ensure a healthy regional food system. In a time of budget cut-backs, she worked with community partners to bring more services and programs to seniors. Elder abuse prevention, including financial and physical abuse, is a 2011 priority. Diversion of mentally ill persons from jail and into treatment and supported housing will also be a focus this year. Transportation, open spaces and land use will continue to be priorities as the District 3 office continues participation in community and regional planning efforts. Commissioner Shiprack is dedicated to childhood development. She believes partnership programs with the community such as the SUN schools, the Right Brain Initiative and others are vital to ensuring healthier children and families.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Food Summit and Multnomah Food Initiative	0.0%	90.0%	95.0%	100.0%
Outcome	Creation of comprehensive regional food policy	0	0	0	1
Output	Community meetings around issues facing community	0	107	24	125
Quality	Effective policy priorities to address community needs	0	1	1	1

Performance Measure - Description

The Multnomah Food Initiative and creation of a regional food policy indicates Commissioner Shiprack's collaborative work with multi-jurisdictional, public, non-profit and private organizations to solve the basic necessity of food and food access in our region.

Community meetings and the policies resulting from the needs of the community indicates Commissioner Shiprack's dedication to her constituency by working on issues important to her community. She continues to provide every opportunity for feedback from the public.

Legal/Contractual Obligation

County Commissioner roles and districts are described in 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	2010	2010	2011	2011
Personnel	\$366,693	\$0	\$406,432	\$0
Contracts	\$2,184	\$0	\$0	\$0
Materials & Supplies	\$22,044	\$0	\$10,105	\$0
Internal Services	\$51,579	\$0	\$60,800	\$0
Total GF/non-GF:	\$442,500	\$0	\$477,337	\$0
Program Total:	\$442,500		\$477,337	
Program FTE	3.80	0.00	3.80	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Commissioner Shprack's office is funded by the Multnomah County General Fund.

Significant Program Changes

Last year this program was: #10003, District 3

Lead Agency: District 4

Program Contact: Diane McKeel

Program Offer Type: Existing Operating

Related Programs: 10004

Program Characteristics:

Executive Summary

Commissioner Diane McKeel is one of five elected officials composing the governing body for Multnomah County. Commissioner McKeel represents District 4, the eastern area of Multnomah County.

Commissioner McKeel and her staff are committed to the ongoing engagement of the community, operating in an open and transparent manner, and responding to the needs of constituents in a timely fashion.

Program Description

As poverty and the need for county services continue to move east, Commissioner McKeel will continue to provide strong leadership and advocate for services to follow the shifting demographics.

As a member of the Board of County Commissioners, Commissioner McKeel is responsible for introducing legislation, setting policy and providing strong leadership for the residents of District 4. The Board serves as the County Budget Committee and the Commissioner has the shared responsibility of allocating the County's resources through the budget process. The Board is required by law to adopt a balanced budget.

Commissioner McKeel will continue her successful work around combating domestic human trafficking, increasing veteran services, decreasing domestic violence, economic development and representing the county at the State and Federal level.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Human Trafficking Summit	0	0	1	1
Outcome	Comprehensive plan to combat human trafficking	0	0	0	1
Output	Respond to constituent calls, letters, emails, and concerns.	0.0%	0.0%	95.0%	95.0%
Quality	Effective policy priorities and advocacy to address community needs	0	1	1	1

Performance Measure - Description

Commissioner McKeel has taken on a leading role in combating human trafficking in Multnomah County and Oregon. The Human Trafficking Summit is a collaboration amongst various partners to create a comprehensive plan and approach to dealing with the issue on a State, Regional and Federal level.

Commissioner McKeel is dedicated to providing strong leadership and being accountable to the constituents of her district. She demonstrates this and will continue to do so by engaging the community and responding to concerns in a thoughtful and timely manner.

Legal/Contractual Obligation

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	2010	2010	2011	2011
Personnel	\$372,203	\$0	\$401,815	\$0
Contracts	\$5,539	\$0	\$0	\$0
Materials & Supplies	\$14,725	\$0	\$11,874	\$0
Internal Services	\$50,033	\$0	\$63,648	\$0
Total GF/non-GF:	\$442,500	\$0	\$477,337	\$0
Program Total:	\$442,500		\$477,337	
Program FTE	4.00	0.00	4.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Commissioner McKeel's budget is funded by the County General Fund.

Significant Program Changes

Last year this program was: #10004, District 4

Lead Agency: Auditor **Program Contact:** Steve March
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The Auditor's Office promotes efficient, effective, equitable, and accountable government. Authorized by the County Charter, the elected Auditor conducts independent, objective performance audits and special studies of the county. Our audits examine program performance, service outcomes, management processes, and general operations. Our work provides the public and county officials with a means of assessing the quality, effectiveness, and value of county services and identifies opportunities for improvement.

Program Description

Audit reports and special studies are the primary product of the the Auditor's Office and provide internal and external accountability. Audits supply reviews and analyses with recommendations for improvement to county management and leaders, inform the public about how tax dollars are spent, and ensure that county operations are independently reviewed and held accountable. The Auditor also manages the contract with the external audit firm that audits county financial statements.

Audits and reports released in FY10 through March 1 include: Multnomah County District Attorney Data, Technology, and Communication; Accounts Receivable & Cash Handling; Central Stores External Sales; and the Good Government Hotline. Additional audits expected to be completed this FY include: Emergency Management; Accounts Payable; County Vendors & Multnomah County Business Income Tax; and, Land Use.

Our biennial Financial Condition Report, which examines ten years of financial trends, will be released in FY11. Other audits planned for FY11 include the Domestic Violence system; Information Technology follow-up of external audit recommendations; and Pre-Adjudication Criminal Justice system.

Per the County Charter, the Auditor appointed and convened a Salary Commission. This Commission sets the salaries for the Chair and the County Commissioners, and per resolution, recommends the salary for the Sherriff and the county supplement for the District Attorney.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of reports issued	9	8	8	8
Outcome	Recommendation implementation rate -within 5 years after audit release	86.9%	90.0%	88.0%	89.0%
Quality	Auditees reporting that the audit will improve their organization	88.0%	90.0%	90.0%	90.0%

Performance Measure - Description

(1) Reports counted in year completed. Reduced staffing levels for FY10 & FY11 have reduced number of reports issued.
(2) Recommendation implementation rate is 5 year tracking of audit recommendations and includes self-reporting by departments except where follow-up audits provide the data. (3) "Auditees reporting..." was a new measure last FY showing post audit survey results.

Legal/Contractual Obligation

County Charter section 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 government auditing standards. The auditor may also conduct studies intended to improve the performance of county efforts."

Government auditing standards outline minimum requirements for planning, conducting, and reporting of audit work. Auditors are required to complete at least 80 hours of relevant training every 2 years, with no less than 20 hours in any given year. The Office is required to have an outside peer review every 3 years to ensure compliance with standards.

By Charter, the Auditor appoints a Salary Commission every 2 years to set the salaries for the Board of County Commissioners. County Code designates the Auditor as a non-voting member of the Audit Committee for the external audit firm and the Auditor's Office provides technical and clerical support to the Committee. The Auditor's Office also administers the external audit contract.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$926,554	\$0	\$991,072	\$0
Contracts	\$200,000	\$0	\$150,000	\$0
Materials & Supplies	\$15,370	\$0	\$8,265	\$0
Internal Services	\$122,944	\$0	\$143,163	\$0
Total GF/non-GF:	\$1,264,868	\$0	\$1,292,500	\$0
Program Total:	\$1,264,868		\$1,292,500	
Program FTE	8.05	0.00	8.13	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The Auditor's Office is a General Fund program.

Significant Program Changes

Last year this program was: #10005A, Auditor's Office

Since October 2007 the County Auditor's Office has offered a confidential, anonymous system for employees and the public to report fraud, misuse of county resources, and other abuses through a contract with an outside vendor. Starting in FY11, the Auditor's Office will redesign that program and conduct it in-house at significant savings. It will still be accessible through the Auditor's Office website.

Lead Agency: Tax Supervising &
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Tom Linhares

Executive Summary

The Tax Supervising and Conservation Commission (TSCC) reviews the budget and tax levying authority of all taxing districts that have more real market value in Multnomah County than in any other county. Starting in FY 11, districts with a population under 200,000 have the ability to opt out of the Commission’s jurisdiction. By the January 1, 2010 deadline, nine districts had chosen that option. Perhaps the most important duties of the Commission are to: 1) act as a technical resource to budget staffs for both large and small taxing districts, and 2) publish a comprehensive annual report.

Program Description

There are five commissioners, appointed by the Governor to four year terms. Administrative employees, currently 2.4 FTE are appointed by the Commission.

The Commission serves citizens by providing an extensive review of the budgets of the 30 local governments under its jurisdiction. The reviews are both procedural and substantive in nature. Procedural checks establish compliance with local budget law: ensuring that public notice requirements have been met, verifying that the tax levies were approved by the budget committee, and validating that financial information provides adequate detail. A substantive review of program content, the reasonableness of estimates and coordination of financial planning among various units of government is also performed. These types of review and the certification process distinguish TSCC from other regulatory bodies which do not receive copies of the budget document. TSCC’s review also differs from the comprehensive audit in that our review is conducted prior to the adoption of the budget and can therefore prevent errors from occurring.

The commission conducts hearings on the largest taxing district’s budget (population exceeding 200,000) and must certify any objections and/or recommendations for all districts prior to the district adopting its budget each year. The Commission also holds public hearings throughout the year on new local option levy or general obligation bond measure placed before the voters.

The Commission is required by law to publish an annual report of local governments’ budgets, indebtedness, property taxes and other financial information. The report is often cited by citizen activists, news media and government officials as the most comprehensive source of budget and property tax information available in the entire state.

TSCC ensures that violations of local budget law are minimized, especially if the error results in a property tax levy that exceeds authority. TSCC works closely with the county assessor’s office as a double check that property tax levies are entered and calculated accurately. TSCC’s efforts seek to make the financial affairs of local governments at all levels more accountable to the citizens we serve.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Provide training & technical assistance for districts' budget staff	17	15	16	18
Outcome	Reduce the number of objections & recommendations in TSCC certification letters	22	8	24	10
Output	Conduct public hearings on approved budgets & property tax measures	31	20	12	14

Performance Measure - Description

By reducing the number of errors that are made taxing districts gain credibility with the citizens that they serve. The ideal result would be to have all taxing districts under TSCC’s jurisdiction complete their budget process with no objections or recommendations included in the TSCC Certification Letter. Public hearings provide TSCC commissioners as well as citizens an opportunity to learn about and question the financial affairs of taxing districts.

Legal/Contractual Obligation

TSCC is mandated by ORS 294.605 to 294.705. Counties with a tax supervising and conservation commission are required to establish an account in the general fund for purposes of funding the expenditures of the commission, "as submitted", up to a maximum of \$280,000 (ORS 294.630).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$267,755	\$0	\$266,271	\$0
Contracts	\$1,500	\$0	\$1,500	\$0
Materials & Supplies	\$7,723	\$0	\$7,720	\$0
Internal Services	\$2,948	\$0	\$2,716	\$0
Total GF/non-GF:	\$279,926	\$0	\$278,207	\$0
Program Total:	\$279,926		\$278,207	
Program FTE	2.40	0.00	2.40	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: #10006, Tax Supervising & Conservation Commission

TSCC, with considerable help from a number of stakeholders, was successful during the 2009 Legislative Session in securing passage of HB 2074 (Chapter 596, Oregon Laws 2009). For the first time taxing districts under TSCC's jurisdiction are required to cover, via a reimbursement methodology, one-half of the net operating costs of the Commission. Commissioner Kafoury was instrumental in having the bill effective for FY 2010, which resulted in \$94,169 of new revenue for the county this year. The amount for FY 2011 should be comparable.

Lead Agency: Commission on
Program Offer Type: Administration
Related Programs: 10008

Program Contact: Josh Todd

Program Characteristics:

Executive Summary

This aspect of the Commission on Children, Families and Community (CCFC) provides leadership, management, grants accounting, and administrative support. The CCFC is both the County's Children and Families Commission and the Community Action Board with oversight of federal poverty elimination investments. The CCFC is responsible for promoting policies and practices that support the well-being of all children and youth, and for increasing economic security among people living on a low income. Our mission is to impact policy, leverage resources and make strategic investments to build a thriving community.

Program Description

CCFC Administration ensures that the unit fulfills its obligations as the local Children and Families Commission and the Community Action Board. Duties include: (a) staffing the volunteer CCFC Commission of up to 33 volunteer community members, which provide policy advice to the Board of County Commissioners, (b) allocating and managing funding resources, (c) implementing the six-year Community Plan to Improve Outcomes for Children and Families, (d) advancing three of the County's policy frameworks (Early Childhood, School Age Policy and Poverty Elimination), (e) promoting positive youth development through its Multnomah Youth Commission, (f) leveraging resources and convening community members, county departments, and other partners to improve opportunities for children, youth, families and persons living on a low-income to achieve success.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	# of volunteer hours leveraged	7,500	6,000	6,400	7,000
Outcome	State goals for 6-year community plan met	75.0%	85.0%	85.0%	85.0%
Output	# of citizens engaged as volunteers	350	250	265	300
Output	Value of resources leveraged with commission investment	3,800,000	1,000,000	20,650,000	22,000,000

Performance Measure - Description

The CCFC Administration provides the infrastructure, support and expertise to allow the CCFC to:

- a) Provide opportunities for the community to participate in and understand how County government works, through the CCFC Commission, committees, and activities. This engagement is reflected in the # of hours leveraged and total # of actual volunteers (defined as those who engage in multiple activities over a period of time (not just one time events).
- b) State Commission defines "meeting goals" as achieving a target or seeing progress which leads one to believe that progress will be made even if the actual target is not yet met (since they are 6-year goals).
- c) Leverage resources of the public and private sector to solve challenges and improve opportunities for children, youth and families in the County. For instance, Project Summer: Everybody Eats has increased Summer Food Program utilization by low-income children by 267% in 5 years. Leverage is significantly higher than expected due to the incredible success of the Youth Commission YouthPass project which provides free bus passes to all PPS high school students.

- Volunteer hours and dollars leveraged are tracked and reported to the Oregon Commission on Children and Families.
- No. of citizens who are engaged as volunteers (such as committees) are included here. Those who attend events and trainings are tracked elsewhere. The current year actual number is used in the "Current Year Estimate" column as a basis for calculating FY10 offer.

Legal/Contractual Obligation

The Community Action Board is a federal designation, per ORS, dating from 1964. The Commission on Children and Families system was created in 1993 (HB 2004). It requires that each County, through its Board of County Commissioners, create a local children and families commission. In 1998, through Ordinance No. 921, the Board of County Commissioners joined the two, creating the Commission on Children, Families and Community. In 1999, SB 555 expanded the responsibilities of local children and families commissions (LCCF), including leading development and implementation of a coordinated comprehensive plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Personnel	\$0	\$242,298	\$0	\$274,591
Contracts	\$0	\$0	\$0	\$2,000
Materials & Supplies	\$0	\$15,614	\$0	\$26,380
Internal Services	\$0	\$133,188	\$0	\$120,724
Total GF/non-GF:	\$0	\$391,100	\$0	\$423,695
Program Total:	\$391,100		\$423,695	
Program FTE	0.00	2.40	0.00	3.02
Program Revenues				
Intergovernmental	\$0	\$391,100	\$0	\$423,695
Total Revenue:	\$0	\$391,100	\$0	\$423,695

Explanation of Revenues

Funds come through the Oregon Commission on Children & Families, the Federal Community Services Block Grant, as well as private donations and grants.

Significant Program Changes

Last year this program was: #10007, CCFC Administration

Lead Agency: Commission on **Program Contact:** Josh Todd
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Executive Summary

The CCFC impacts policy, leverages resources and makes strategic investments to build a thriving community. The CCFC leads the implementation of the County's 6-Year Plan for Children & Families which prioritizes two major goals
 1. All children and youth have the opportunities for well-being and school success
 2. Increase the economic security for people living on a low-income

Additionally, in FY09-10 the Multnomah County Commission was chosen by the State to convene and lead work locally to fundamentally change the way we provide child welfare services in Multnomah County and safely and equitably reduce the number of children in foster care, especially African American and Native American children and youth.

Program Description

The CCFC focus is on the 6-year Community Plan, adopted by the Board of County Commissioner in January 2008. Goal areas and related activities:
 1. Academic and life success for all children and youth: a) Increase child and youth access to medical care, b) Advance the updated Early Childhood Framework, c) Improve education equity & reduce drop-out through a focus on family engagement and disproportionate school discipline and referral.
 2. Economic security and assets for all individuals and families: a) Decrease child and family poverty by increasing low income families' financial and social assets. (Ties to Program Offer #10011.)
 3. Community Engagement: a) Collaboration with City of Portland in supporting the Multnomah Youth Commission, b) Engagement of diverse youth and adults and low-income persons in the work of Multnomah County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Volunteer hours leveraged	7,500	6,000	6,400	7,000
Outcome	stated goals of 6-year community plan met	75.0%	85.0%	85.0%	85.0%
Output	# of citizens engaged as volunteers.	350	250	260	300
Output	Value of Resources leveraged by commission investment.	3,800,000	1,000,000	20,650,000	22,000,000

Performance Measure - Description

- Volunteer hours and dollars leveraged are tracked and reported to the Oregon Commission on Children and Families.
- No. of citizens who are engaged as volunteers (such as committees) are included here. Those who attend events and trainings are tracked elsewhere.

Leverage is significantly higher than expected due to the incredible success of the Youth Commission's YouthPass program which provides free bus passes to all Portland Public high school students.

Legal/Contractual Obligation

(Note: the Administrative Program Offer #10007 details the core obligations.)

In 2007, Multnomah County and the City of Portland entered into contract #0708066 to enhance youth engagement and involvement with our local jurisdictions. This engagement is primarily through the Joint City/County Youth Commission which the CCFC houses and is charged with staffing for Multnomah County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Personnel	\$0	\$389,463	\$0	\$375,420
Contracts	\$0	\$0	\$0	\$50,000
Materials & Supplies	\$0	\$38,113	\$0	\$20,111
Internal Services	\$0	\$9,992	\$0	\$549
Total GF/non-GF:	\$0	\$437,568	\$0	\$446,080
Program Total:	\$437,568		\$446,080	
Program FTE	0.00	3.75	0.00	4.36
Program Revenues				
Intergovernmental	\$0	\$419,168	\$0	\$377,080
Other / Miscellaneous	\$0	\$18,400	\$0	\$69,000
Total Revenue:	\$0	\$437,568	\$0	\$446,080

Explanation of Revenues

Funds are primarily from the Oregon Commission on Children and Families and grants. Oregon Housing and Community Services contracts with Multnomah County Department of County Human Services for Community Services Block Grant, which provides funding for a portion of one position.

Significant Program Changes

Last year this program was: #10008, Community Engagement & Plan Implementation

Lead Agency: Commission on
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Josh Todd

Executive Summary

Part of the Multnomah County Commission on Children, Families and Community's (CCFC) mission is to make strategic investments which help build a thriving community. The CCFC does this by allocating and managing resources received from the Oregon Commission on Children and Families (OCCF) to provide prevention and support services for children from birth to age 18. The CCFC is responsible for promoting policies and practices that support the well-being of all children, youth and families, and to increase the economic security of low income people.

Program Description

This program funds two different services:

Relief Nurseries- These are pass thru dollars from OCCF of which 100% support the two Relief Nurseries in Multnomah County run by Children Relief Nurseries and Volunteers of America.

Additionally, this program offer includes services contracted through the CCFC's federal Family Preservation and Support dollars. These dollars have been reprogrammed to align with the statewide Safe & Equitable Child Welfare Reduction Initiative. The CCFC is currently in the process of selecting a technical assistance and training provider who will help culturally specific agencies build their capacity to provide in home culturally specific intensive services to prevent children from entering foster care. By the end of FY11, it is the hope that the agencies supported with CCFC investment will be better able to compete for State DHS payments which currently support this work.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Dollars leveraged to support contracted services	0	0	0	85,000
Outcome	FPS-% of families engaged in srvc's whose children do not enter foster care	0.0%	0.0%	0.0%	70.0%
Efficiency	Percentage of contract payments which are processed in a timely manner.	0.0%	0.0%	0.0%	100.0%
Outcome		0	0	0	0

Performance Measure - Description

✔ **Measure Changed**

Performance measures from last year were for EDG:E program and Child Care Resource & Referral, both programs were defunded and not included in the CCFC's budget for FY11.

The performance measures included this year are for the currently contracted services (Relief Nurseries and Family Preservation & Support)

Legal/Contractual Obligation

The Commission on Children and Families system was created in 1993 (HB 2004). It requires that each County, through its Board of County Commissioners, create a local children and families commission. In 1998, through Ordinance No. 921, the Board of County Commissioners joined the two, creating the Commission on Children, Families and Community. In 1999, SB 555 expanded the responsibilities of local children and families commissions (LCCF), including leading development and implementation of a coordinated comprehensive plan.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$0	\$928,295	\$0	\$580,574
Total GF/non-GF:	\$0	\$928,295	\$0	\$580,574
Program Total:	\$928,295		\$580,574	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$928,295	\$0	\$580,574
Total Revenue:	\$0	\$928,295	\$0	\$580,574

Explanation of Revenues

Funds are federal and state dollars allocated to the local level by the Oregon Commission on Children and Families. The Federal Safe and Stable Families Act support Family Preservation and Support funds. Relief Nurseries are funded by state and federal dollars.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #10009, Contracts for Services: Birth to 18

**All contracts for services provided by the CCFC are being presented in one program offer. Family Preservation and Support funded services were in Program Offer 10010 (FY09). Funds for Relief Nurseries were previously in the Health Department's budget.

Lead Agency: Commission on
Program Offer Type: Existing Operating
Related Programs:

Program Contact: Josh Todd

Program Characteristics:

Executive Summary

211info connects Multnomah County residents with the community services they need. 211info's vision is to make the 211 phone number a trusted and necessary component of society and ensure that 211info's core of information is dynamic and comprehensive. In the last twelve months, 211info handled 49,135 calls from Multnomah County residents, roughly 6.9% of the county's population. In other areas served by 211, the average saturation rate (%of population calling 211) was 1.5%.

Program Description

211info is a robust information hub built upon a 25-year history of getting people the answers they need. The 211info database houses more than 4,200 community resources including details about agencies and services. In addition to responding to calls for service, 211 provides the opportunity for people to search for assistance online and provides outreach to potential callers letting them know about the 211 resource. 211info coordinates with specialized services such as Multnomah County Aging and Disability Services, Portland Women's Crisis Line, Oregon Partnership, City/County I&R and other specialized help lines to ensure callers reach the most appropriate service for their need and to eliminate duplication. Specific activities include:

- 1) Answer calls Monday—Friday, 8 am—6 pm for Multnomah County residents who dial 211 or 503.222.5555.
- 2) Follow up with 2% of callers to determine if the service was effective and to identify if needs were met.
- 3) Manage an accurate, updated and indexed resource database.
- 4) Provide public access to the database on the Internet.
- 5) Track requests for service, referrals, demographic information.
- 6) Produce reports reflecting requests for service.

211info helps Multnomah County residents by:
 --Providing intervention and coordination of services that meet basic needs
 --Ensuring care for vulnerable members of the community
 --Assisting in obtaining permanent and livable housing
 --Providing access to income and food to every member of our community

211 is a nationally proven, standards-driven method of connecting people with help. 211info is the only nationally accredited provider of information and referral in Oregon. By dialing 211, callers are connected with a live, trained call center specialist who will assess the caller's situation, provide an understanding of resource offerings that fit a full spectrum of needs and assist in the identification of available public and private alternatives. 211info helps people in precarious situations find a path towards meaningful solutions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Low-income callers speak with live I & R Specialist to discuss needs	45,089	50,000	50,000	50,000
Outcome	Low-income callers receive accurate information on community resources	82.0%	75.0%	75.0%	75.0%
Outcome	Low-income callers increase their knowledge of how to access services	78.0%	75.0%	75.0%	75.0%
Quality	Callers report satisfaction with 211	98.0%	90.0%	90.0%	90.0%

Performance Measure - Description

The indicators reflect similar measurements currently reported to the United Way of the Columbia-Willamette. In addition, they reflect requirements identified in the national Standards for Information & Referral Service. Meeting these requirements is mandatory for I&R organizations to attain national accreditation (211info was accredited in May 2006).

Legal/Contractual Obligation

ORS 401.286 creates 2-1-1 as the official state dialing code for public referral to and information about health and human services and services after an emergency, and designates the state Office of Emergency Management as the managing agency.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$50,000	\$0	\$48,720	\$0
Total GF/non-GF:	\$50,000	\$0	\$48,720	\$0
Program Total:	\$50,000		\$48,720	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

With operating costs of approximately \$1 per capita for 24/7/365 comprehensive 2-1-1 coverage, the amount in this request secures a total of 33¢ per capita allowing for effective, but scaled-back 2-1-1 service. In addition to this request, \$70,800 is being requested from the City of Portland; \$140,309 is committed from the United Way of the Columbia-Willamette; \$10,000 in revenue will be generated by 211info through fees for service.

A federal Appropriations Request, if approved, would generate an additional \$85,500 (12¢ per capita). The federal Calling for 2-1-1 Act, if approved, could generate an additional \$348,000 (49¢ per capita). No funding is anticipated from the State of Oregon during this period.

Significant Program Changes

Last year this program was: #10010, 211 Info

211info has expanded its mission to build 211 for all of Oregon.

211info created a volunteer program to expand ability to respond to calls. Currently, the agency has 22 volunteers and interns.

211info has selected new software, ReferNET and will be migrating the database from its current software to the new software by August 2010.

Lead Agency: Commission on
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Program Contact: Josh Todd

Executive Summary

The Family Economic Security Project helps working families claim the Advance Earned Income Tax Credit (AEITC) and other available state/federal tax credits. We also work with employers to provide free tax preparation assistance and financial literacy at the workplace. This project will involve 50 local employers, provide direct tax preparation assistance to 1000 employees and secure \$1.26 million in federal and state tax benefits for low- and moderate-income families.

Program Description

The Advance EITC enables low- and moderate-income workers with children to receive part of their federal tax credit in their paychecks throughout the year, instead of waiting until they file their taxes. This proposal gives direct assistance to employers to set up workplace Advance EITC campaigns, which includes free tax assistance for employees, tax credit information, and financial education resources. Specific activities under this proposal include:

- (a) County staff and a contracted provider work with local employers to provide information and support for company sponsored AEITC campaigns, informing their employees about the program and helping with enrollment.
- (b) Employees access free tax preparation services, thus avoiding costly fees for tax preparation and predatory "refund anticipation loans."
- (c) Employees receive financial education through materials and workplace education sessions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of employers participating	30	40	40	50
Outcome	Participants whose yearly income is lifted above FPIG	400	600	700	700
Outcome	Increase in families who use free tax prep services	12.0%	25.0%	25.0%	25.0%
Efficiency	Dollars leveraged per county dollar ratio	12	12	12	12

Performance Measure - Description

- ** Outcome information is based on current FES Project data on average refund per household.
- Percentage increase is based on IRS figures for number of households who utilized free tax preparation sites in Multnomah County in 2008.
- New leverage ratio based on FES Project actual performance data.

FPIG= Federal Poverty Income Guidelines

Legal/Contractual Obligation

Multnomah County's 6-Year Plan to Improve Outcomes for Children & Families prioritizes increasing low and moderate income families' income as 1 of 2 critical goals for Multnomah County for the planning period 2008-2014.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$30,993	\$0	\$14,296	\$0
Contracts	\$36,800	\$0	\$40,822	\$0
Materials & Supplies	\$993	\$0	\$13,133	\$0
Total GF/non-GF:	\$68,786	\$0	\$68,251	\$0
Program Total:	\$68,786		\$68,251	
Program FTE	0.10	0.00	0.13	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The program offer is funded through County General Fund and leverages federal and state revenue through the increases in tax returns received by low and moderate income Multnomah County residents. Research shows that low and moderate income families and individuals are more likely to spend their tax refunds so this offer represents a significant investment in economic development.

Significant Program Changes

Last year this program was: #10011, Family Economic Security

Lead Agency: Commission on **Program Contact:** Josh Todd
Program Offer Type: Innovative/New Program
Related Programs: 40016, 40018, 40019, 40020, 40021, 40022, 40023, 40024, 40026, 40029A, 25075
Program Characteristics: One-Time-Only Request

Executive Summary

Income is the most basic indicator of a family's economic security. Additionally costs like Health Care and Education can either serve to destabilize a family's economic security or, when families are able to invest in these areas, can greatly increase their self sufficiency and ability to generate wealth and avoid financial instability. This program offers expands the County's investment in free tax preparation and financial education to include enrollment of children in the Oregon Health Plan and support for older children and adult learners to complete the Federal Application for Financial Student Aid (FAFSA). The State of Oregon has invested in expanding health insurance to all children through the Healthy Kids initiative and the Commission on Children, Families & Community (CCFC) is well poised to leverage a small 1-time investment of County resources to ensure as many children enroll in Healthy Kids as possible and that Multnomah County increases its revenues from OHP and Medicaid.

Program Description

The CCFC currently coordinates financial education and free tax preparation for 1,000 low and moderate income families & individuals. These services, covered in program offer 10011A are provided during the tax season Nov-April. By expanding this program to a full year and hiring limited duration staff the CCFC is able to help families year round to not only file their taxes and back taxes but also to enroll in the Oregon Health Plan, apply for state benefits like temporary aid to needy families and food stamps, and support students in completing the FAFSA form to ensure that families receive as much financial aid as possible to make college education a reality for their children or parents returning to school.

This is a smart investment because Multnomah County current serves many children who are uninsured. In school based health centers alone, over 50% of clients are uninsured. By ensuring as many children as possible are insured this program offer increases not just the economic security of families but also of Multnomah County through increased Medicaid and other 3rd party billing revenues.

This effort will focus on serving children and families of color who have been shown to not have equitable access to community resources due to inherent bias and limited social capital. This offer will supplement and enhance services being provided by the Department of County Human Services, Health, and Community Justice.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of children enrolled in Healthy Kids	0	0	0	250
Outcome	% of spanish speaking families served	0.0%	0.0%	0.0%	25.0%
Output	Number of completed FAFSA forms submitted	0	0	0	400
Efficiency	Ratio of federal/state dollars leveraged for every 1 MultCo dollar	0	0	0	15

Performance Measure - Description

Outreach teams would help families enroll in Oregon Health Plan, complete current year taxes and previous year taxes as well as targeted outreach to support student/adult learner completion of FAFSA. While services will be targeted to youth and families of color, due to specific needs in East County we will gauge our success in engaging Spanish-speaking families.

Value of tax refunds and average food stamp benefits used to calculate leverage of 1.5 million dollars. Actual leverage will be higher as it will include value of financial aid received from successful FAFSA and billing revenues to Multnomah County services (which we did not estimate in this program offer for lack of a reliable estimation formula).

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$0	\$92,127	\$0
Materials & Supplies	\$0	\$0	\$3,293	\$0
Internal Services	\$0	\$0	\$1,700	\$0
Total GF/non-GF:	\$0	\$0	\$97,120	\$0
Program Total:	\$0		\$97,120	
Program FTE	0.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

Revenues for this program offer would be one-time only County General Fund. The dollars would leverage federal and state assistance in the forms of Food Stamp Benefits, value of health care benefits, federal financial aid benefits, and 3rd party billing revenues for county provided health and mental health services.

Significant Program Changes**Last year this program was:**

This is a scaled offer of last years 10011, Family Economic Security.

Lead Agency: Public Affairs Office

Program Contact: Althea Milechman

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Public Affairs Office (PAO) provides customer service, information and access to Multnomah County for the public and news media. The office develops communication strategies and generates news content and materials to explain the county's services and increase visibility. PAO's graphic design, the creation of web and newsletter content, social media and video production also contribute to effective public information. The PAO plays an active role in public involvement processes and continues to explore ways to ensure citizens' voices are heard.

Program Description

The Public Affairs Office provides a range of communications services, including all aspects of organizational and public communications, media relations, graphics, multi-media web content, social media and video production. PAO provides services and consultation with elected officials and county departments and agencies. The office is responsible for developing and implementing public involvement strategies for county facility siting and capital construction projects. PAO is the point of contact for public records requests from media and works with county attorneys to ensure a prompt response while complying with applicable laws. PAO staff serve as the county's Public Information Officers in disaster response, crises, health emergencies and severe weather events.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of news releases	102	75	101	75
Outcome	Percent of news releases resulting in media coverage	82.0%	65.0%	65.0%	70.0%
Outcome	Percent increase in social media followers/fans	0.0%	0.0%	0.0%	10.0%
Output	Number of articles created and published on the county website	0	0	0	60

Performance Measure - Description

 **Measure Changed**

The addition of two new performance measures reflects communications trends and increased focus on web and social media. These activities are accomplished with the support of intern staffing for writing and posting on the web and social media networks.

An output for media training from last year's program offer was eliminated, as these occur with regularity in 1:1 or group sessions.

The output on number of participants engaged in public involvement activities was not included in this program offer. This measure reflected PAO's management of public engagement activities in the initial planning stages of large-scale capital projects, such as the Sellwood Bridge.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$509,664	\$0	\$522,249	\$0
Materials & Supplies	\$17,932	\$0	\$12,000	\$0
Internal Services	\$82,739	\$0	\$92,082	\$0
Total GF/non-GF:	\$610,335	\$0	\$626,331	\$0
Program Total:	\$610,335		\$626,331	
Program FTE	6.00	0.00	5.50	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

General Fund program

Significant Program Changes

Last year this program was: #10013, Public Affairs Office
 No significant changes from FY10.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$0	\$89,955	\$0
Materials & Supplies	\$0	\$0	\$2,000	\$0
Total GF/non-GF:	\$0	\$0	\$91,955	\$0
Program Total:	\$0		\$91,955	
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 proposal for FY 2011.

Lead Agency: County Attorney

Program Contact: Agnes Sowle

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The County Attorney's Office reviews the legal aspects of county government operations, defends claims against the county, 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 Description

The County Attorney's Office prepares and reviews legal documents including contracts, Ordinances, Resolutions, Board Orders, Executive Rules, Administrative Procedures, bonds and others. It provides legal advice and counsel to the Board, the Chair, the Sheriff, the Auditor, the County departments, offices, advisory boards, commissions and committees. It prepares formal written opinions deemed necessary by the County Attorney regarding significant interpretations of federal and state laws, the Charter, ordinances and other documents. It represents the County and its elected officials and employees in all appropriate legal matters including defense of claims against the County and initiation of claims on the County's behalf.

We are seeing more cases actually going to trial and appeal courts. It may be a result of the increased tort claim limits legislated last year and the Clarke decision, which provides an exception to tort claim limits in some cases. Our attorneys have been extremely successful at both trial and appeals. We are also seeing increased grievances going to arbitration, and SB 400 has increased the number of requests to bargain.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Attorney Direct Service Hours	24,610	24,500	24,630	24,500
Outcome	Client satisfaction - Attorneys help clients achieve objectives.	98.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Legal/Contractual Obligation

Multnomah County Code establishes an office of the County Attorney and charges the County Attorney to be the chief legal advisor for the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$3,067,841	\$0	\$3,091,375
Contracts	\$0	\$20,000	\$0	\$20,000
Materials & Supplies	\$0	\$116,000	\$0	\$116,000
Internal Services	\$0	\$400,031	\$0	\$453,201
Total GF/non-GF:	\$0	\$3,603,872	\$0	\$3,680,576
Program Total:	\$3,603,872		\$3,680,576	
Program FTE	0.00	0.00	0.00	22.80
Program Revenues				
Fees, Permits & Charges	\$0	\$3,603,872	\$0	\$3,680,576
Total Revenue:	\$0	\$3,603,872	\$0	\$3,680,576

Explanation of Revenues

Funding for the County Attorney's Office is generated by a 1.4% charge on County payroll expenses.

Significant Program Changes

Last year this program was: #10014, County Attorney's Office
No significant changes.

Lead Agency: Local Public Safety

Program Contact: Peter Ozanne

Program Offer Type: Existing Operating

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. For over 15 years, 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 the development of (a) solutions to problems in the intergovernmental operation 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 also directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system and oversee the operation of DSS-Justice, the County’s public safety data warehouse and decision support system.

Program Description

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 Commissioner Judy Shiprack and City of Portland Mayor Sam Adams.

LPSCC also directs the work of several subcommittees and smaller workgroups that focus on key issues within the public safety system, such as youth violence prevention, law enforcement agency alignment, pre-trial supervision, coordination between the public safety and mental health systems, and implementation of the County’s 2008 Public Safety Plan. These groups typically report to the LPSCC Executive Committee once every few months, depending on how often the group meets.

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 of DSS-J through a Policy Committee and ensure data security through a Security Committee.

The Council currently funds three staff members: a part-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; and a part-time Intern, who provides assistance on special projects.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	# of LPSCC Executive Committee (EC) Meetings	10	16	10	10
Outcome	% of EC members who are satisfied with the results/outcomes of meetings	0.0%	90.0%	71.0%	85.0%
Outcome	% of EC members who agree meetings encourage collaboration and coordination	0.0%	0.0%	77.0%	85.0%
Outcome	% of EC members satisfied w/results of workgroups	0.0%	80.0%	54.0%	75.0%

Performance Measure - Description

 **Measure Changed**

LPSCC facilitates communication and collaboration among public safety and community leaders and oversees development of public safety plans, policies and strategies through monthly meetings of its Executive Committee. Therefore, a major part of LPSCC’s performance is measured by members’ satisfaction with the results of the meetings and the extent to which those members believe meetings encourage collaboration and coordination. LPSCC’s performance in developing and implementing policies and strategies associated with its workgroups will be measured by the satisfaction of its members with the results of these projects.

Legal/Contractual Obligation

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).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$411,731	\$0	\$312,794
Contracts	\$0	\$20,000	\$0	\$221,090
Materials & Supplies	\$0	\$24,986	\$0	\$28,000
Internal Services	\$532,345	\$22,102	\$644,795	\$38,287
Total GF/non-GF:	\$532,345	\$478,819	\$644,795	\$600,171
Program Total:	\$1,011,164		\$1,244,966	
Program FTE	0.00	2.80	0.00	2.00
Program Revenues				
Intergovernmental	\$0	\$408,819	\$0	\$425,171
Other / Miscellaneous	\$0	\$70,000	\$0	\$175,000
Total Revenue:	\$0	\$478,819	\$0	\$600,171

Explanation of Revenues

LPSCC is funded by the State Department of Corrections through SB 1145. The FY 2010 budget contains approximately \$175,000 in one-time carryover funds, which have accumulated in LPSCC's budget over several years. At the direction of its co-chairs, LPSCC will use a portion of these one-time carryover funds to support interagency projects and initiatives within the public safety system. LPSCC plans to devote some or all of its remaining carryover funds to a Reserve Fund for the purpose of upgrading DSS-J's underlying technology and increasing its usage and cost effectiveness.

The operation and maintenance of DSS-Justice, the justice services database, is supported by the General Fund.

Significant Program Changes

Last year this program was: #10015, Local Public Safety Coordinating Council
Elimination of deputy director position

Lead Agency: Citizen Involvement

Program Contact: Kathleen Todd

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

A community of involved citizens is fundamental to building trust and accountability in County government. This offer provides the resources for the Citizen Involvement Committee, through its office, to energetically pursue this goal.

Program Description

The CIC maintains an office accessible to the public to provide a central point for information about and entry into county citizen opportunities of all kinds. CIC provides continuous independent assessment of citizen participation opportunities, and identifies and works to remove barriers to participation through its Departmental Reviews and Diversity Outreach trainings. The CIC works in partnership with other governmental and non-governmental organizations to advocate for citizen involvement in policy and decision-making. The CIC coordinates the independent Citizen Budget Advisory Committees (CBACs); implements the citizen-driven annual Dedicated Fund Review; and recognizes the time and energy of the county's volunteers by hosting the annual Volunteer Awards Ceremony for all county departments. The CIC and OCI convey citizen input and proposals to officials and departments through reports, recommendations & meetings, providing direct citizen voice into program development and direction as early as possible in the decision process. This makes citizen input more valuable and gives citizens a greater sense of ownership in the process.

This offer supports county accountability strategies in multiple ways: 1) by adding to and building the county's community of citizens actively engaged in its government; 2) by enhancing the public's awareness of what the county is doing and providing avenues for citizens to contribute to program development and direction; 3) by focusing efforts on seeking out and engaging those who do not normally participate; 4) by providing enhanced support to citizens engaged in county government; 5) by providing a single entry point for citizens to access volunteer information; 6) by completing regular updates to the volunteer opportunity website, databases & publications; and 7) by creating consistent expectations and processes for citizen involvement activities. This offer will ensure these strategies will be realized by providing the resources to: maintain a centralized and current database of volunteers and interested citizens; maintain an up-to-date website listing volunteer information and opportunities; create consistent expectations and processes for citizen involvement activities; expand training and support of county volunteers; and increase community outreach, especially to those who do not normally participate in county government.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	database of volunteers is current & available at all times	0.0%	0.0%	0.0%	100.0%
Outcome	percentage of participants in activities who felt time was well spent	0.0%	0.0%	0.0%	80.0%
Output	substantive response to citizen emails, calls, concerns, within 3 working days	100.0%	95.0%	100.0%	95.0%
Output	Website is current with new info posted within 3 working days	0.0%	0.0%	0.0%	90.0%

Performance Measure - Description

 **Measure Changed**

The performance measures for this program offer capture essential measurements needed to provide for the successful operation of a 'one-stop shopping' facility for citizen involvement opportunities, citizen involvement information and active policy issues. The current upgrade of the database to an online format with the capacity to register, assign, schedule, track and recruit volunteers increases the quality and quantity of citizen involvement activities in the County.

Legal/Contractual Obligation

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	2010	2010	2011	2011
Personnel	\$147,011	\$0	\$158,048	\$0
Materials & Supplies	\$13,112	\$0	\$12,912	\$0
Internal Services	\$28,582	\$0	\$34,270	\$0
Total GF/non-GF:	\$188,705	\$0	\$205,230	\$0
Program Total:	\$188,705		\$205,230	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

General Fund

Significant Program Changes

Last year this program was: #10016, Citizen Involvement Committee

The CIC through its office is 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. The addition of a Diversity Outreach Training component has expanded CIC partnerships throughout the county community.

Lead Agency: Non-Departmental - All

Program Contact: Deb Bogstad

Program Offer Type: Existing Operating

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; providing information on briefing and voting issues, public notice, information and referral, meeting space and equipment.

The Office's Economic Development/Strategic Policy staff provide advice and advocacy and serve as the Board's voice on economic development, project management and other strategic policy matters.

Program Description

The Office manages all Board meetings, agendas, records, indices and schedules; adopted resolutions, orders, ordinances and proclamations. 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. 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.

The Policy advisor supports the Chair and Board's project management and policy strategies focused on business retention, expansion and recruitment, workforce development, urban renewal and capital issues. She represents the County on associations, boards, committees and task forces including the Oregon Economic Development Association, Portland Regional Partners for Business and the East Metro Economic Alliance and promotes the Board's efforts to achieve sustainable economic opportunities for County citizens. This position is focused on economic issues and building relationships with private industry and public organizations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Board meetings scheduled	160	106	134	160
Outcome	Number of Board meetings held	116	0	128	100
Outcome	Number of Board meetings documents processed and distributed	615	0	686	680

Performance Measure - Description

✔ **Measure Changed**

Board voting meetings are scheduled on Thursdays throughout the year. The Board meets Tuesdays and other days as needed for executive sessions, briefings, work sessions, budget hearings and other public hearings. Each of these meetings is individually convened and adjourned. 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.

Legal/Contractual Obligation

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; and is the governing body for Dunthorpe-Riverdale Sanitary Service District No. 1; Mid-County Street Lighting Service District No. 14; sits as the County Budget Committee; The Hospital Facilities Authority; Public Contract Review Board, the Multnomah County Board of Health and in other capacities. Board clerks insure that meetings and notices comply with Board Rules, Oregon Public Meetings Law and other statutory requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Personnel	\$362,425	\$0	\$357,200	\$0
Contracts	\$100,000	\$0	\$30,195	\$0
Materials & Supplies	\$61,336	\$0	\$172,292	\$0
Internal Services	\$389,920	\$0	\$422,216	\$0
Total GF/non-GF:	\$913,681	\$0	\$981,903	\$0
Program Total:	\$913,681		\$981,903	
Program FTE	3.80	0.00	3.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is General Fund supported.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #10017, Office of the Board

For FY 2011, government relations functions formerly budgeted in the Office of the Board have been moved into the new Government Relations Office (see program offer 10030). One position, the contract for our federal lobbying firm, and other expenses associated with lobbying efforts have been moved into the Government Relations Office.

Lead Agency: Non-Departmental - All

Program Contact: Michael Crank

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer accounts for Facilities charges for the State Courts and for the Tax Supervising & Conservation Commission. ORS 1.185 requires that counties provide court space for the operation of the state courts.

This program offer also accounts for the costs associated with maintaining the Wapato Jail in its current "mothballed" state. These costs--for security, routine maintenance, utilities, and groundskeeping--are estimated to total \$372,544 in FY 2011.

Program Description

The County's Facilities Division provides services ranging from planning, construction, and operations and maintenance to cleaning the buildings and maintaining the grounds for courtrooms located in Multnomah county's owned and leased facilities.

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 Wapato Jail is a never-opened detention facility located in North Portland. Facilities maintains the grounds, interior, and exterior of the building, and incurs costs for this maintenance and for utilities in order to minimize deterioration of the building.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	All customer service requests are begun within 10 days of receipt.	95.0%	90.0%	90.0%	95.0%
Outcome	Customer service satisfaction rating	85.0%	90.0%	90.0%	90.0%

Performance Measure - Description

These performance measures are the same as those used for the County's other building operations (see program offer 72069, Facilities Property Management Building Operations). Customers are emailed a link for a Customer Service satisfaction survey and reported back to Zoomerang. Data collection occurs on a monthly basis and processes are being reviewed in order to capture a higher percentage of FPM's work effort. These measures were updated in FY 2008 to more accurately measure the operational aspects of the Building Operations Team's efforts. The customer service rating and the 10-day goal for routine requests were Facilities & Property Management Division goals set in FY 2007.

Legal/Contractual Obligation

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 1.185. (Formerly 1.165)"

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Internal Services	\$3,544,222	\$0	\$4,370,910	\$0
Total GF/non-GF:	\$3,544,222	\$0	\$4,370,910	\$0
Program Total:	\$3,544,222		\$4,370,910	
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: #10018, General Fund Facilities Charges

No significant changes are anticipated in the immediate near term. The East County Courts, currently in the planning stage, are anticipated to be operational sometime in FY 2012.

Lead Agency: Non-Departmental - All

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

This program offer accounts for the transfer of the remaining revenue from the temporary local income tax (ITAX) to Multnomah County school districts. Nine school districts share approximately 70% of the revenue generated by the ITAX.

The ITAX expired on December 31, 2005. This offer accounts for prior-year taxes anticipated to be collected during FY 2011.

Program Description

The ITAX was created when voters approved Ballot Measure 26-48 in May, 2003. It was a three-year measure that raised local funds to prevent further cuts to Multnomah County's public schools and to programs that help the County's most vulnerable residents. It was a temporary, local answer to state budget cuts and economic conditions. The bulk of the revenue, approximately \$90 million per year, was divided equally on a per-pupil basis to all county public school districts.

This offer allocates the remaining ITAX revenue on the same per-pupil basis as existed the last year of full collections.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Payments Made to School Districts	1	1	1	1
Outcome		0	0	0	0

Performance Measure - Description

Payments are made to school districts when sufficient revenues have been received to cover the County's cost of collection.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$700,000	\$0	\$140,000	\$0
Materials & Supplies	\$25,000	\$0	\$0	\$0
Cash Transfer	\$0	\$557,400	\$0	\$0
Total GF/non-GF:	\$725,000	\$557,400	\$140,000	\$0
Program Total:	\$1,282,400		\$140,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$557,400	\$0	\$0
Total Revenue:	\$0	\$557,400	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #10019, Multnomah County Schools

Lead Agency: Non-Departmental - All

Program Contact: Mike Jaspin

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer distributes revenues received from the sale of timber cut on federal forest land and property tax associated with railroad cars to local school districts. This is a statutory responsibility of Oregon counties and these revenues are dedicated to a County School Fund.

Program Description

Since 1908, all counties in Oregon have received payments from the US government from revenue generated by the sale of timber cut on federal forest lands. State law specifies how the revenue is 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 would decline each year. FY 2011 will be the third year in this 4-year extension; we will receive 73% of the amount received in FY 2007.

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. (ORS 308.505 to ORS 308.665)

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

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.

Legal/Contractual Obligation

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	2010	2010	2011	2011
Contracts	\$0	\$205,000	\$0	\$191,500
Total GF/non-GF:	\$0	\$205,000	\$0	\$191,500
Program Total:	\$205,000		\$191,500	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$23,500	\$0	\$20,000
Taxes	\$0	\$180,000	\$0	\$170,000
Other / Miscellaneous	\$0	\$1,500	\$0	\$1,500
Total Revenue:	\$0	\$205,000	\$0	\$191,500

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.

Federal timber payment revenue was estimated based on actual spending during years when Multnomah County received full timber payments.

Significant Program Changes

Last year this program was: #10020, County School Fund

Federal legislation re-authorizing timber payments was renewed in FY 2008 for a four-year period. FY 2011 will be the third year in this period.

Lead Agency: Non-Departmental - All

Program Contact: Mike Jaspin

Program Offer Type: Existing Operating

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 Description

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	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

County pass-through payments represent a significant share of the four east county cities' General Fund revenues. Prompt handling of these payments on Multnomah County's part helps the cities manage their cash flow needs.

Legal/Contractual Obligation

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	2010	2010	2011	2011
Contracts	\$4,462,281	\$0	\$4,526,024	\$0
Total GF/non-GF:	\$4,462,281	\$0	\$4,526,024	\$0
Program Total:	\$4,462,281		\$4,526,024	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$0	\$0	\$327,626	\$0
Total Revenue:	\$0	\$0	\$327,626	\$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: #10021, Pass-Thru Payments to East County Cities
No significant changes are anticipated for FY 2011.

Lead Agency: Non-Departmental - All

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer budgets the revenue and expenditures associated with the County's commitment to funding the Oregon Convention Center. This program operates under intergovernmental agreements (IGAs) with various jurisdictions and the Visitors Development Board. The program accounts for proceeds of the Transient Lodging Tax and Motor Vehicle Rental Tax that are passed through to METRO, the lead agency for the Convention Center.

Program Description

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 one percent 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 (BCC) 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 (formerly POVA) 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 released in 2009 by Dean Runyan & Associates documents the dollar impact of all visitors to the Portland metropolitan area. That report indicates that visitors to Portland contribute more than \$1.2 billion to the state and regional economy.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	\$ (in Millions) Impact of Convention Center Visitors to Multnomah County	315	325	300	325
Outcome	# Employees in Travel/Tourism Industry	0	0	0	4,300

Performance Measure - Description

✔ **Measure Changed**

New measure added for FY 2011 provides an estimate of the number of people employed in the travel/tourism industry. Multnomah County accounts for 2/3rds of tourism related activity. Travel/tourism accounts for approximately 10% of metropolitan area employment.

Legal/Contractual Obligation

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 to METRO pursuant to terms specified in the IGAs.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$0	\$20,680,000	\$0	\$19,014,000
Total GF/non-GF:	\$0	\$20,680,000	\$0	\$19,014,000
Program Total:	\$20,680,000		\$19,014,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$0	\$20,500,000	\$0	\$18,800,000
Other / Miscellaneous	\$0	\$180,000	\$0	\$214,000
Total Revenue:	\$0	\$20,680,000	\$0	\$19,014,000

Explanation of Revenues

The transient Lodging Tax was originally established in 1972. It was established at a rate of 5% of the room rent collected by hotels/motels in unincorporated Multnomah County. In January 1979, a voter-approved increase of 1% in unincorporated Multnomah County was established to be used exclusively for the promotion of tourism. A supplemental Countywide tax of 3% was adopted in February 1986 and is dedicated to the Oregon Convention Center. Effective April 1, 2000, an additional tax of 2.5% was adopted by the BCC and is dedicated to a Visitor Development Fund. The Motor Vehicle Rental Tax was originally established for a three-year period in 1976 and was extended indefinitely in 1979. a tax rate of 10% is imposed on motor vehicles rented in ultnomah County. The tax was increased by 2.5% in April 2000 and this increment is dedicated to a Visitor Development Fund.

Significant Program Changes

Last year this program was: #10022, Convention Center Fund

Lead Agency: Non-Departmental - All

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

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, intergovernmental agreements and certificates of participation that were entered into to finance various capital improvements or capital acquisitions.

Program Description

The full faith and credit obligations consist of the \$54,235,000 Refunding Series 2004 and \$9,615,000 Refunding Series 2003. There is also a 2002 capital lease for \$1,093,000 for the Sellwood Library.

The fund balance carried forward from FY 2010 will smooth the remaining payments at about \$5.3 million per year for the remainder of the current debt schedules.

Managing debt carefully contributes to accountable, sound financial management. The full faith and credit obligations and certificates of participation have funded the following capital improvements/acquisitions: McCoy Building purchase and improvements, Mead Building Purchase and improvements, Multnomah Building purchase and improvements, Library Administrative Office improvement, Mid County Health Clinic, North Portland Health Clinic, South East County Health Clinic, Yeon Building, East County Health Building, Blanchard Building improvements, Justice Center Records Office improvements, Juvenile Justice Complex Building, Walnut Park Health Facility, Hooper Detox parking lot, North Portland Parole and Probation Building, 257th and Orient Dr road improvement 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 programs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Moody's Rating of Aa3 or Better	1	1	1	1
Outcome	Debt Service Payments Made as Scheduled	1	1	1	1

Performance Measure - Description

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. The full faith and credit obligations not insured are rated Aa2 by Moody's and the Ambac insured obligation is rated Aaa by Moody's. The certificate of participation is rated Aa3. Multnomah County has never defaulted on a debt payment.

Legal/Contractual Obligation

Principal and interest on the full faith and credit obligations, certificates of participation, capital lease 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	2010	2010	2011	2011
Contracts	\$0	\$0	\$0	\$5,000
Debt Service	\$0	\$20,449,172	\$0	\$19,187,381
Unappropriated & Contingency	\$0	\$14,943,730	\$0	\$11,589,131
Total GF/non-GF:	\$0	\$35,392,902	\$0	\$30,781,512
Program Total:	\$35,392,902		\$30,781,512	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$7,699,902	\$0	\$16,062,852
Other / Miscellaneous	\$0	\$27,693,000	\$0	\$14,718,660
Total Revenue:	\$0	\$35,392,902	\$0	\$30,781,512

Explanation of Revenues

Debt service payments are collected from departments in their facilities charges and passed through to the Capital Lease Retirement Fund.

The fund balance represents the remaining portion of the \$24.2 million General Fund transfer that was made in FY 2009.

Significant Program Changes

Last year this program was: #10023, Capital Debt Retirement Fund

Lead Agency: Non-Departmental - All

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The GO Bond Sinking 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 was issued in February 1994 to restore the historic Central Library and build the Midland Library. The 1996 Bond was issued in October 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 Description

The following bond issues are included in this program offer:

\$66,115,000 Series 1999 Advance Refunding General Obligation Bond.

This issue refunded portions of the previous bond issues described in the Executive Summary. The County is taking advantage of historically low interest rates to refinance these GO bonds once again, with anticipated savings to taxpayers of \$3.5 million.

Bond payments are made on time to maintain an investment grade rating on the bond issue. Managing debt carefully provides for strong financial management.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Moody's Rating of Aa1 or Better	1	1	1	1
Outcome		0	0	0	0

Performance Measure - Description

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service; (1)-indicates Moody's Aa1 rating, (0)-represents rating lower than Aa1.

Legal/Contractual Obligation

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	2010	2010	2011	2011
Debt Service	\$0	\$9,246,510	\$0	\$9,252,873
Unappropriated & Contingency	\$0	\$7,489,494	\$0	\$6,542,484
Total GF/non-GF:	\$0	\$16,736,004	\$0	\$15,795,357
Program Total:	\$16,736,004		\$15,795,357	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$0	\$8,868,279	\$0	\$8,190,000
Other / Miscellaneous	\$0	\$7,867,725	\$0	\$7,605,357
Total Revenue:	\$0	\$16,736,004	\$0	\$15,795,357

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: #10024, General Obligation Bond Sinking Fund

Lead Agency: Non-Departmental - All

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

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. The revenues are derived from charge backs to departments based on their departmental personnel cost.

Program Description

The County passed Resolution No. 99-218 on November 4, 1999, authorizing the issuance of up to \$200,000,000 of bonds under the Uniform Revenue Bond Act 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, authorizes 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 the PERS unfunded liability.

Multnomah County took a leadership role in PERS reform and was the second jurisdiction in the State to issue PERS Pension Obligation Bonds. In July 1998 Multnomah County received a letter from PERS informing the County that the employer costs would increase from 10.66% to 12.55%. In October 1998 we were notified that instead of the rate increasing to 12.55%, it would increase to 15.24%. This increase was required by PERS after an actuarial study was performed and over a five year period, the County's unfunded liability for retirement grew from \$50.9 million to \$158.5 million. In addition HB 3349, adopted by the 1995 Legislature, added benefits to retirement pay due to retirement benefits becoming taxable at the State level. This added about \$25 million to the County's unfunded liability. The increased rate would cost Multnomah County taxpayers over \$9 million when the rate was fully implemented. By issuing the Pension Obligation Bonds, the County expects to save about \$35 million (present value) in pension costs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Moody's Rating of Aa2 or Better	1	1	1	1
Outcome		0	0	0	0

Performance Measure - Description

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.

Legal/Contractual Obligation

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 under the Uniform Revenue Bond Act.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$0	\$14,915	\$0	\$25,000
Debt Service	\$0	\$14,349,085	\$0	\$15,201,805
Unappropriated & Contingency	\$0	\$34,000,000	\$0	\$45,613,195
Total GF/non-GF:	\$0	\$48,364,000	\$0	\$60,840,000
Program Total:	\$48,364,000		\$60,840,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$16,250,000	\$0	\$18,000,000
Other / Miscellaneous	\$0	\$32,114,000	\$0	\$42,840,000
Total Revenue:	\$0	\$48,364,000	\$0	\$60,840,000

Explanation of Revenues

Interest earnings on fund balance and service charges assessed against department payroll. In FY 2011 departments will pay 6.75% of payroll costs toward retirement of the PERS bonds.

Significant Program Changes

Last year this program was: #10025, PERS Pension Bond Sinking Fund

Lead Agency: Non-Departmental - All

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Revenue Bond Program accounts for the principal and interest payments on two Revenue Bonds: Motor Vehicle Rental Tax Revenue Bond, Series 2000A (Port City in the amount of \$2,000,000) and Motor Vehicle Rental Tax Revenue Bond, Series 2000B (Oregon Food Bank in the amount of \$3,500,000) issued to acquire and construct facilities that are being financed in partnership with the County.

Program Description

The County's Debt Policy includes a section on issuing revenue bonds in partnership with a 501(c)(3) nonprofit agency. The agency must demonstrate that it cannot obtain conventional financing at a reasonable cost. The County assists small to medium size agencies that have total annual revenues from all sources of at least \$1,000,000 but not greater than \$10,000,000. The planned use of the revenue bond proceeds must be consistent with County policy priorities or benchmarks.

The County will assist the agency by issuing tax exempt revenue bonds to finance no more than 60% of the capital project and related allowable debt issuance costs. The agency is responsible for raising the remaining project funds. The agency is responsible for all bond issuance costs. The County must have title, or first lien rights if the escrow agent holds title on behalf of the lender, to the property while debt is outstanding. Once the project is completed, the County leases the project back to the non-profit. The agency is responsible for all ongoing costs related to the financing. These include annual debt payments, paying agent costs, or other related costs. Once the bonds are paid off, the County transfers title to the project back to the non-profit. The County has the following partnerships - Oregon Food Bank and Port City. The County also limits the amount of revenue bonds that will be issued in partnership with nonprofits. The limit is \$8,500,000. The current principal amount outstanding is \$2,845,000.

The proceeds of the revenue bond debt were used to support programs and services to people with disabilities and to provide food to the less fortunate throughout the State of Oregon.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Moody's Rating of Aa3 or Better	1	1	1	1
Outcome		0	0	0	0

Performance Measure - Description

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service; (1)-indicates Moody's Aa3 rating or above, (0)-represents rating lower than Aa3.

Legal/Contractual Obligation

Bond covenants and repayment schedules. Multnomah County has never defaulted on a debt payment.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$0	\$0	\$0	\$8,000
Debt Service	\$0	\$547,105	\$0	\$547,665
Unappropriated & Contingency	\$0	\$1,637,635	\$0	\$1,136,835
Total GF/non-GF:	\$0	\$2,184,740	\$0	\$1,692,500
Program Total:	\$2,184,740		\$1,692,500	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$34,740	\$0	\$35,000
Other / Miscellaneous	\$0	\$2,150,000	\$0	\$1,657,500
Total Revenue:	\$0	\$2,184,740	\$0	\$1,692,500

Explanation of Revenues

Port City pays \$2,700 per month toward retirement of their debt obligation.

Beginning Working Capital represents Oregon Food Bank prepayment of their debt obligation.

Significant Program Changes

Last year this program was: #10027, Revenue Bonds

Lead Agency: Non-Departmental - All

Program Contact: Mark Campbell

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer budgets the interest expense on short-term Tax and Revenue Anticipation Notes (TRANS).

Program Description

Oregon Revised Statutes 288.165 permits the County to issue Tax and Revenue Anticipation Notes (TRANS). The TRANS are issued in anticipation of the receipt of taxes and other revenues not yet received in order to fund an anticipated cash flow deficit. The TRANS can not be issued in an amount greater than eighty percent (80%) of the amount of budgeted General Fund revenue in the adopted budget. The Board of County Commissioners will authorize by resolution the issuance of the TRANS. With the assistance of a financial advisor the Chief Financial Officer and Finance staff determine the principal amount, interest rate and denominations of the notes, and select the underwriter for the issuance. The selection of the underwriter is through a competitive bid process. The notes are issued during the first few days of the fiscal year in July and mature no later than the last business day of June in the same fiscal year.

Prior to the receipt of property tax payments in November, the County typically experiences a cash flow deficit of more than \$20 million. The deficit is caused by timing issues related to the inflow of property taxes in November, and the ongoing and regular expenditures in the preceeding months, the County issues TRANS to fund this temporary deficit. The cash flow deficit calculations are defined by Internal Revenue Service regulations as well as the United States Treasury. The County has utilized TRANS for this purpose since 1982.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Bond Rating - MIG 1	0	0	0	1
Outcome		0	0	0	0

Performance Measure - Description

The performance measurement requires the County to maintain Moody's highest short-term investment rating for municipal debt, MIG 1. Maintaining this rating allows the County to issue the TRANS at the lowest possible interest rate, resulting in substantial savings, Performance Key: 1 = Achieved or Exceeded; 0 = Not Achieved

Note: The County did not issue a TRAN in either FY 2009 or FY 2010.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Contracts	\$10,000	\$0	\$25,000	\$0
Debt Service	\$940,000	\$0	\$350,000	\$0
Total GF/non-GF:	\$950,000	\$0	\$375,000	\$0
Program Total:	\$950,000		\$375,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$50,000	\$0	\$265,000	\$0
Total Revenue:	\$50,000	\$0	\$265,000	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #10028, Tax and Revenue Anticipation Notes

Lead Agency: Non-Departmental - All

Program Contact: HOUGHTON David B

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This is the core Emergency Management Program offer and the basis for the Emergency Management UASI Regional offer (10029). Multnomah County Emergency Management (MCEM) coordinates county-wide emergency disaster preparedness, response, recovery and mitigation activities. Program focus includes 1) County departmental preparedness; 2) Citizen and community preparedness and 3) Inter-governmental preparedness. Examples of projects for FY 11 include 1) ongoing updating of the Emergency Operations Plan and moving the plan to a web-based environment; 2) Integrating citizen/volunteer and other non-governmental organization resources and participation into the Plan; 3) Finalize and exercise County Disaster Recovery Plan; 4) continue work with departments to enhance the basic County Continuity of Operations Plan; 5) exercise and improve County Emergency Operations Center (ECC) Activation Procedures in both fixed and mobile sites; and 6) systematically exercise emergency communications radios and notification system.

Program Description

MCEM coordinates preparedness training for County staff and community partners, develops and maintains County emergency response and recovery plans, coordinates efforts for hazard mitigation, promotes community preparedness, and conducts and evaluates exercises. In an emergency, MCEM activates and manages the County Emergency Coordination Center which provides comprehensive situation status, acquires resources to support responders, facilitates cost tracking, conducts response coordination planning, coordinates communications/response among multiple response agencies and jurisdictions within the County, facilitates the emergency declaration process and manages the post-event cost recovery processes when applicable. The program receives guidance internally from senior Department representatives on the Emergency Management Leadership Team and externally from representatives from local jurisdictions, districts and agencies engaged in planning and grant-related activities. MCEM convenes representatives from other jurisdictions and districts to apply for Homeland Security grant funding for emergency capacity within the County, and joins representatives from City of Portland and 3 metro region Oregon counties and Clark County, Washington to coordinate regional funding requests and preparedness objectives. MCEM's Business and Community Preparedness Coordinator works with non-governmental and community organizations, churches and the general community to assure preparedness and close coordination of the County's emergency response with community-based organizations.

MCEM facilitates coordination of emergency preparedness efforts across County Departments and with jurisdictions, districts and agencies throughout the region. MCEM works to assure compatibility of training, plans and equipment across Fire, Police, Public Works, Public Health and other response organizations. MCEM efforts help lead to coordinated communications, standardized equipment, and coordinated response protocols and plans on a departmental, county-wide and regional basis.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Annual exercise performance objectives successfully tested.	0.0%	80.0%	100.0%	100.0%
Outcome	Oregon Emergency Management requirements met for annual performance grant.	0.0%	100.0%	80.0%	100.0%

Performance Measure - Description

Output: Annual exercise of Emergency Coordination Center and evaluation of performance of established objectives in an After Action Report (AAR) and external evaluators' report. Exercises are expected to reveal performance deficiencies. Actual emergency activation may substitute for an exercise and a self-reported AAR is submitted to the State.
 Outcome: There are 24 activities in 5 project areas in the federal FY 10 Emergency Management Performance Grant. This annual measurement covers required activities for a competent emergency management program. Number of activities will vary in each grant year, based on current program performance needs.

Legal/Contractual Obligation

ORS 401 require Multnomah County to develop and maintain an effective emergency management program and MCC 502 establishes the County's Office of Emergency Management. ORS 401 requires that 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	2010	2010	2011	2011
Personnel	\$378,502	\$194,000	\$317,506	\$295,555
Contracts	\$1,500	\$1,258,834	\$38,700	\$429,124
Materials & Supplies	\$25,106	\$80,200	\$53,502	\$429,438
Internal Services	\$263,529	\$3,000	\$201,584	\$3,000
Total GF/non-GF:	\$668,637	\$1,536,034	\$611,292	\$1,157,117
Program Total:	\$2,204,671		\$1,768,409	
Program FTE	0.00	0.00	2.50	2.50
Program Revenues				
Intergovernmental	\$0	\$1,503,742	\$0	\$1,125,040
Other / Miscellaneous	\$0	\$32,292	\$0	\$32,077
Total Revenue:	\$0	\$1,536,034	\$0	\$1,157,117

Explanation of Revenues

In addition to General Fund, MCEM also receives Emergency Management Performance Grant (EMPG) monies which provide a 50% match to eligible program costs paid for by County general fund up to approximately \$300,000 for FFY 10. MCEM also applies for and receives State Homeland Security Grant Program funds on behalf of the County and to pass through to other jurisdictions within the County. Additionally, MCEM applies for and receives Urban Area Security Initiative funds which are used primarily for regional planning staff and related planning costs described in scaled Program Offer 10029.

Significant Program Changes

Last year this program was: #10030A, Emergency Management

Lead Agency: Non-Departmental - All

Program Contact: HOUGHTON David B

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This offer is built on the core Emergency Management program offer 10028. Multnomah County maintains active engagement in the Department of Homeland Security Portland Urban Area Security Initiative region (UASI) emergency policy, planning and preparedness efforts. UASI provides funds to jurisdictions and agencies within the region for supplies, equipment, training and planning.

Program Description

The UASI region includes Clackamas, Columbia, Washington, Multnomah and Clark (WA) counties and the City of Portland. UASI grant funds are used regionally for a wide range of preparedness and response capacities in areas such as transportation, law enforcement, IT and citizen preparedness. The County's Emergency Management Director and regional counterparts serve as the policy group for this grant. This offer reflects MCEM's staffing positions and contract funds for grant funded UASI projects including Continuity of Operations and Government planning, as well as regionally-coordinated projects including training and web-based emergency coordination software implementation. All of these planning projects serve Multnomah County as well as directly and indirectly supporting the regional preparedness initiative.

UASI regional planning staff engage in UASI regional projects including 1) implementing a web-based emergency coordination center software for easily displayed situation status reports and emergency coordination within the County and across jurisdictions in the region; 2) further refining and deconflicting the continuity of operations and continuity of government plan for Multnomah County and 3) development of UASI Regional Resource Management system.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output		0	0	0	0
Outcome	Assigned planning processes/products are on time or ahead of schedule	0.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Outcome: Planning projects assigned to the staff funded by UASI will change in focus and number over time, based on priorities identified by the UASI Region Points of Contact (POC) Group. This measure is based on planning staff reports to the UASI POC. Planning periods will overlap the budget year.

Legal/Contractual Obligation

Intergovernmental Agreement with City of Portland, which administers the UASI grant.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$195,340	\$0	\$429,041
Contracts	\$0	\$302,660	\$0	\$0
Materials & Supplies	\$0	\$0	\$0	\$2,379
Total GF/non-GF:	\$0	\$498,000	\$0	\$431,420
Program Total:	\$498,000		\$431,420	
Program FTE	0.00	0.00	0.00	2.00
Program Revenues				
Intergovernmental	\$0	\$498,000	\$0	\$431,420
Total Revenue:	\$0	\$498,000	\$0	\$431,420

Explanation of Revenues

Department of Homeland Security Urban Area Security Initiative (UASI) regional funding allotted to Multnomah County through Intergovernmental Agreements with the City of Portland, which administers this grant. These funds are expected to continue at this level for at least two more years.

Significant Program Changes

Last year this program was: #10030C, Emergency Management - UASI Regional

Lead Agency: Non-Departmental - All
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Program Contact: Nancy Bennett

Executive Summary

There is a growing recognition that Multnomah County needs an expanded government affairs presence to handle a complex set of federal, state and local legislative and policy issues that affect County operations. The creation of an Office of Government Relations will allow the County to approach these issues in a more comprehensive and strategic manner thereby improving legislative and policy outcomes. The Office will represent the Board of Commissioners before federal, state and local governing bodies and advance Multnomah County’s annual legislative agenda.

Program Description

The Office of Government Relations will be managed by a Director of Government Relations. The Director will manage the federal and state legislative agenda set by the Board of Commissioners and provide overall strategic direction to the Office of Government Relations. He or she will serve as the lead state lobbyist for the County; manage contractors and other Government Relations staff; manage budget and compliance issues; represent the County with coalitions and at stakeholder meetings; lead government relations meetings; provide regular updates to the board and staff; and provide an Annual Report to the board outlining the year’s activities. The Office of Government Relations will also include an additional lobbyist and other support as needed.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

The Office of Government Relations will focus on four performance measures: 1) Produce a comprehensive state and federal legislative agenda that is consistent with the County’s budget and policy priorities; 2) Produce an annual report on the status of state and federal legislative and policy issues; 3) Report the number of priority state and federal bills/amendments passed or halted during the legislative session; and 4) Report the number of county policy priorities that are supported/advanced by members of the Multnomah County delegation.

Legal/Contractual Obligation

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	2010	2010	2011	2011
Personnel	\$0	\$0	\$240,510	\$0
Contracts	\$0	\$0	\$136,000	\$0
Materials & Supplies	\$0	\$0	\$13,500	\$0
Internal Services	\$0	\$0	\$28,528	\$0
Total GF/non-GF:	\$0	\$0	\$418,538	\$0
Program Total:	\$0		\$418,538	
Program FTE	0.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is General Fund supported.

Significant Program Changes

✔ Significantly Changed

Last year this program was:

This is a new program for FY 11. The government relations function was previously budgeted in the Boardroom budget.

Legal/Contractual Obligation

Contract between NACo and Multnomah County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$0	\$0	\$750,000	\$0
Total GF/non-GF:	\$0	\$0	\$750,000	\$0
Program Total:	\$0		\$750,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$375,000	\$0
Total Revenue:	\$0	\$0	\$375,000	\$0

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was:

This is a new, one-time program for FY 2011.

Lead Agency: Non-Departmental - All

Program Contact: Julie Neburka

Program Offer Type: Existing Operating

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 is now an independent 501(c)(3) organization that leverages significant support from other regional government partners and private donors before re-investing the County's allocation in programs and services that are creating vibrant neighborhoods, enhancing our children's education, and fueling a creative economy with measurable economic benefits. Although county funding for arts and culture has declined more than 76% since the high funding mark of \$603,096 in FY98-99, this request honors the County's directive to apply a 4% reduction over FY10.

Program Description

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 generated more than \$318 million for the local economy last year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Multnomah County children directly served	5,240	9,000	9,000	10,500
Outcome	Purchasing and payroll power of funded nonprofit arts organizations County	79,515,000	0	76,417,000	76,000,000
Input	Multnomah County dollars invested in arts & culture	187,831	165,291	165,291	161,060
Efficiency	Dollars leveraged by RACC from other public & private partners	5,452,000	7,611,000	6,818,000	7,000,000

Performance Measure - Description

✓ **Measure Changed**

County dollars help RACC develop strategic partnerships and build more support from public and private partners throughout the region. Last year, RACC secured more private funds for arts and culture than ever before, including \$349,000 in gifts from businesses and individuals through Work for Art, RACC's workplace giving program.

County investments last year helped build a coalition of school district superintendents, parents, teachers, artists, arts organizations, foundations, businesses, and other governments who are committed to a more equitable arts education delivery system, and leveraged \$750,000 from other public and private sources that will be used to serve 9,500 students in the region this year. The County's FY11 renewed investment will leverage an additional \$1 million from other sources to help RACC serve 10,500 students.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$165,291	\$0	\$161,060	\$0
Total GF/non-GF:	\$165,291	\$0	\$161,060	\$0
Program Total:	\$165,291		\$161,060	
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: #72090, Regional Arts & Culture Council

In FY10, support from the County is being combined with City of Portland funds, Work for Art proceeds, and other sources to fund more than \$2 million in grants to 74 Multnomah County artists and 137 Multnomah County nonprofit organizations. In FY11, RACC will reduce the amount of Multnomah County funds allocated to grants by \$4,000, but our goal is to backfill those losses with additional proceeds from our Work for Art campaign. However, this is a step backwards in our community's objective to secure 5% of our arts organizations' budgets from local government funding sources. (We currently provide less than 1.5%.)

The County contracts with RACC to build and maintain its public art collection, and those programs are funded through a separate percent-for-art ordinance. (These dedicated revenues are not included in this request.)

RACC provides valuable resources to artists and arts organizations at no cost to them through the RACC website (www.racc.org), monthly newsletter (ArtNotes) and other information services. In addition, hundreds of artists and arts administrators are served each year through RACC workshops and other technical assistance programs.

Facing difficult budget cuts of their own, our public schools have been reducing or eliminating arts education programs. RACC is working to reverse this trend through "The Right Brain Initiative," a public/private collaboration to integrate arts education into the standard curriculum for every K-8 student in the region by 2015.

RACC's management and general expenses are a low 7%. This includes costs associated with our website, which is chock-full of resources for artists and arts advocates, receiving over 600,000 unique visits in 2009.

Lead Agency: Non-Departmental - All

Program Contact: Jeff Cogen

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Office of Diversity and Equity (ODE) is a hub for Multnomah County Diversity, Management efforts. ODE works with the Board, Departments and Central HR to develop organizational cultural competency, engage the county workforce and participate in the community that surrounds us. Diversity is a workforce reality and an advantage, positively affecting creativity, problem solving and organizational flexibility and enabling the County to provide stronger services and better serve all county citizens.

Program Description

The Multnomah County Office of Diversity and Equity is the hub for diversity-management practices to increase cultural competence and deliver results that align with the county business goals. The foundations of this effort are in partnerships the ODE has throughout the County and include:

- County-wide Best Practice Sharing: Working with the Chair's Office, County Attorneys, Central HR and County Department leadership to promote shared employment principles and practices of equity, diversity, inclusion and employee engagement. Developing internal diversity, equity and inclusion policies, practices and initiatives and best practices in recruitment, selection, advancement, promotion, and retention strategies, coordinating sharing of existing expertise and development of compliance strategies.
- Formal Training and Mentoring Programs: Collaboration with and support for Talent Development's formal diversity and cross-cultural training series, and mentoring programs to ensure cultural competence across the organization.
- EEO/AA Compliance: Monitoring Equal Employment Opportunity internal compliance and authoring and monitoring the Multnomah County Affirmative Action Plan to ensure that Multnomah County is current and in compliance with its state and federal regulatory obligations. The Affirmative Action/EEO Officer supports departments in meeting ad hoc program and grant obligations.
- MWESB and Contracting Equity: Working with Central Procurement and Contract Administration to ensure Minority, Women, and Emerging Small Business practice and policies are inclusive and County contracts serve our diverse communities and eliminate barriers towards full participation in contracting opportunities with the County.
- Employee Network Groups: Coordinate County Employee Network Groups (ENG), to strengthen ENG business purpose plans and objectives. ENGs are a diversity management best practice for diversity hiring and recruiting, diversity retention, employee engagement and increasing organizational cultural competence.
- Community Participation: As the second largest unit of local government in Oregon, and one of the largest employers in the region, the County has a leadership responsibility to recognize and address racial and ethnic inequities affecting all residents of the county. ODE works to identify and develop strategic community partnerships supportive of the County's values.
- Metrics: Qualitative evaluation, policy analysis, and project management for ongoing Multnomah County efforts in diversity and inclusion.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	# Monitoring Reports	4	4	10	4
Outcome	Minority Employment vs. Labor Market	97.0%	100.0%	113.9%	100.0%
Output	# of County-wide policies, projects, plans, and qualitative reports	0	0	0	4

Performance Measure - Description

 **Measure Changed**

Program Coordinator will provide at least 4 new polices, projects, plans or qualitative reports. Current year estimate for monitoring reports is higher due to temporary data analyst in the office this year.

Legal/Contractual Obligation

Implement Board Resolution NO. 07-072, Affirmative Action Plan 2007-2009. Maintain complaint procedures in accordance with Article 24(b) of Local 88 agreement. Carry out intent of Presidential Executive Orders 11246, (as amended) and 11478 Congressional Federal Register; Title 41 Part 60-2 Revised Order No. 4 Title VII of the Civil Rights Act of 1964, as amended by the President on March 24, 1972, CFR Titles 28, 29 and 43 Vietnam-era Veterans Readjustment Act of 1974 and American with Disabilities Act (Public Law 101-336); Oregon Revised Statutes ORS 659A.030; Multnomah County's Municipal Code 3.10.270; Multnomah County Personnel Rule 3-40, Discrimination and Harassment-free Workplace Multnomah County Code 9.060 Equal Employment Opportunity that prohibits discrimination in any employment action; Multnomah County Personnel Rules - Chapter I General Provisions, 1-10-040, requiring affirmative action to prevent current or future discriminatory conditions and eliminate unlawful discrimination.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$0	\$249,452	\$0
Internal Services	\$0	\$0	\$27,074	\$0
Total GF/non-GF:	\$0	\$0	\$276,526	\$0
Program Total:	\$0		\$276,526	
Program FTE	0.00	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: #72002A, Office of Diversity & Equity

For FY 2011, this program has been moved from the Department of County Management into the Nondepartmental program group.

Lead Agency: Non-Departmental - All
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Program Contact: Jeff Cogen

Executive Summary

This offer builds upon the Office of Diversity by adding a Chief Diversity Officer position; a Data Analyst position for the Office of Diversity and Equity; and training dollars for diversity training. With these additions, the County Diversity Advisory Council can resume meeting and can proceed with an annual Diversity and Equity assessment and strategic action plan; with data analysis; and with increased workforce diversity training opportunities.

Program Description

The addition of a full time Data Analyst will allow the Office of Diversity and Equity to fully develop internal diversity, equity and inclusion initiatives. The leading edge of diversity management is in measuring and affecting employee engagement across generations and cultural groups. Data collection, evaluation and analysis is required to identify problems, to test solutions and to continue the County's progress toward a robust diversity management program.

The Analyst will provide:

- Quantitative data analysis necessary for true evaluation and metrics. With the addition of the Data Analyst, the County Diversity Advisory Council can resume their meetings and proceed with an annual Diversity and Equity assessment and strategic annual action plan.
- Evaluation, metrics, and quantitative data analysis to ensure that Multnomah County diversity, equity and inclusion efforts, ODE policy analysis and projects are grounded in fact and reliably point the way toward continued improvement.
- Staffing for a diversity management strategy that goes beyond a compliance driven, legalistic, piecemeal approach to diversity issues.
- Staffing for an integrated, efficient, and common approach to diversity management with measurable results that increase cultural competence and deliver strong results that align with the county business goals.
- Affirmative Action monitoring reports that are user friendly, and are useful management tools for Departments.

To meet the higher standard of a strong sustainable, fully engaged workforce with diverse employees and take a leadership role in diversity and equity projects in the community we need accountability. Without data analysis, we do not have the data we need to identify problems, to attempt to solve them, or to hold ourselves accountable.

Diversity Conference: For over 15 years the County has partnered with over 200 volunteers, vendors and non-profit community organizations to plan and coordinate an annual City/County Diversity Conference attended by over 900 employees from regional jurisdictions, this offer includes pass through money to support this annual effort.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	# of Quantitative Reports: Layoff, Hiring, Trend, Promotion, Mgmt Placement, etc	0	0	4	12
Outcome	Countywide Diversity & Equity Assessment and Strategic Plan	0	0	0	1
Output	# of Monitoring Reports	0	0	6	6
Output	Diversity Advisory Committee Meetings	0	0	8	10

Performance Measure - Description

Data Analyst will support the annual evaluation of countywide efforts with monthly reports focusing on specific topics related to countywide equity and inclusion. The Data Analyst will provide quantitative data, will review and ensure that the diversity and Equity strategic plan is accurate and a useful tool for continuing improvement. The Data Analyst will shape Affirmative Action monitoring reports for department use, will continue to improve the useability and readability of Affirmative Action plans. All measures assume the purchase of the ODE program offer in addition to this offer. Current year estimates are due to temporary data analyst in the office this year.

Legal/Contractual Obligation

N/A

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$0	\$262,399	\$0
Contracts	\$0	\$0	\$48,000	\$0
Materials & Supplies	\$0	\$0	\$5,300	\$0
Internal Services	\$0	\$0	\$860	\$0
Total GF/non-GF:	\$0	\$0	\$316,559	\$0
Program Total:	\$0		\$316,559	
Program FTE	0.00	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

✔ Significantly Changed

Last year this program was:

Lead Agency: Non-Departmental - All

Program Contact: Kat West

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

The Sustainability Program supports clean, healthy neighborhoods and an enhanced quality of life in Multnomah County. The Sustainability Program promotes these outcomes by (1) leading internal efforts to adopt sustainable government business operations that save money while protecting the environment, and (2) working with the community and regional governments on policies, programs and projects to ensure a thriving environment, economy, and community.

Program Description

The Sustainability Program provides leadership for the county's sustainability efforts. The Program develops internal and community-wide initiatives that meet the triple bottom line of promoting the local economy, protecting the environment, and enhancing social equity. Multnomah County has one of the greenest government operations in the nation and the Sustainability Program provides critical policy analysis, project management, and accountability to this continuing accomplishment thus ensuring that the county saves money while saving resources. In addition, the Sustainability Program champions healthy neighborhoods by partnering with key community partners on projects that enhance the quality of life for our residents.

Key efforts include: (1) ensuring that the County meets its existing sustainability commitments by implementing the goals of over thirty Board adopted sustainability policies; (2) continually identifying new areas for improvement, (3) working with citizen-advisory boards on regional sustainability efforts; and (4) partnering with regional stakeholders to implement regional sustainability strategies for maintaining a high quality of life. In FY11, key efforts will include: implementing the 2009 Climate Action Plan including a public engagement campaign and Community Preparation Plan; developing a Multnomah Food Action Plan; implementing the new Sustainable Purchasing Policy and Green Meeting Policy; and developing the capacity of each department's Sustainability Liaison.

The Sustainability Program (1) saves the county money by taking into account total costs of operation; (2) provides critical support to county departments in meeting the county's sustainability goals; (3) assists elected official offices with sustainability initiatives, and (4) partners with the community on sustainability projects.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	New policies, projects, plans, briefings, and reports	10	10	15	10
Outcome	Greenhouse gas emission reduction from county operations below 2001 levels	22.0%	20.0%	23.0%	25.0%

Performance Measure - Description

✔ **Measure Changed**

Outputs: Number of new sustainability policies, projects, briefings, reports and plans developed for the county and community.

Outcomes: The county's newly adopted goal is to reduce greenhouse gas emissions 40% below 1990 levels by 2030 and 80% by 2050. This performance measure demonstrates county operation greenhouse gas reductions from our 2001 baseline level when the county adopted its first climate action plan and began tracking data.

Note: Greenhouse gas emission reductions will be re-calculated using enhanced tracking data in FY12.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$0	\$192,144	\$11,300
Contracts	\$0	\$0	\$4,395	\$600
Materials & Supplies	\$0	\$0	\$2,488	\$14,821
Internal Services	\$0	\$0	\$28,966	\$29
Total GF/non-GF:	\$0	\$0	\$227,993	\$26,750
Program Total:	\$0		\$254,743	
Program FTE	0.00	0.00	1.80	0.00
Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$26,750
Total Revenue:	\$0	\$0	\$0	\$26,750

Explanation of Revenues

This is a General Fund program that occasionally receives grants. EPA Eco-Equity grant money holdover to FY11 represents approximately \$15,000. This program offer includes \$10,000 in donations for the County CROPS program for FY 2011.

Significant Program Changes
 **Significantly Changed**

Last year this program was: #72003, Sustainability

This program offer reduces the two Sustainability Program staff below full-time status, eliminates the long partnership with the Americorps program to bring on a full-time member to assist the county with implementing the Climate Action Plan, and eliminates all Green Team and Sustainability Liaison funding. Funding to restore Sustainability staff to 1.0 FTE status and hire an Americorps member has been moved to a scaled program offer(#10038B).

Lead Agency: Non-Departmental - All

Program Contact: Kat West

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Executive Summary

This program offer restores funding to the Sustainability Program to allow the two staff to remain full-time employees.

Program Description

This program offer will enable the two Sustainability Program staff to remain as 1.0 FTE status employees. This offer will also allow the Sustainability Program to continue its long partnership with the Americorps program to bring on a full-time member to assist the county with implementing the Climate Action Plan.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$0	\$21,347	\$0
Contracts	\$0	\$0	\$6,554	\$0
Total GF/non-GF:	\$0	\$0	\$27,901	\$0
Program Total:	\$0		\$27,901	
Program FTE	0.00	0.00	0.20	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:

Lead Agency: Non-Departmental - All
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Program Contact: Kat West

Executive Summary

The Sustainability Program provides leadership for the county’s sustainability efforts, including social equity, a vibrant local economy, and environmental protection. This program offer presents the option to develop additional capacity within the county around the critical issues of food policy and projects. Food access or the ability of all our community to obtain fresh, healthy food is a critical social determinant of an equitable and healthy community. This program option provides for coordination of food policy in Multnomah County.

Program Description

The Sustainability Program supports healthy neighborhoods, a thriving local economy, and social equity. The establishment of a Multnomah Community Food Policy Specialist and a Multnomah Community Food Project Coordinator in the Sustainability Program will provide a critical link between county efforts on hunger, fresh healthy food, economic development, climate protection and community needs. Food access is a critical issue for the health and equity of our community. Hunger is at an all time high, diseases such as diabetes and heart disease are epidemic, and half of all Multnomah County children are overweight or obese. The 2009 Climate Action Plan commits the county to establishing capacity to support the development of a strong local food system. In addition to the equity and environmental benefits, the opportunities to promote local economic vitality with a ‘local food cluster’ are tremendous. Local governments across the United States are recognizing the critical role of food as a social determinant of health and equity for their residents, as well as the economic opportunities, and are beginning to establish food programs, Offices of Food, and hiring food policy coordinators. The Multnomah Community Food Policy Specialist role will provide crucial leadership to major policy efforts such as the Multnomah Food Initiative, the Multnomah Food Action Plan, the Climate Action Plan, the Food Policy Council, and provide policy direction to ensure that all our residents have access to healthy food. The Multnomah Community Food Project Coordinator role will provide project management to county projects such as the successful CROPS farm which donated 12,000 lbs. of fresh food to the Oregon Food Bank in 2009, the Juvenile Justice Center vegetable gardens which were tended by juvenile offenders, and the county headquarters’ demonstration Hope Garden, and the County Digs tax-foreclosed donation program. Both positions will partner with community organizations and businesses to promote a sustainable local food system.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Dollar value of fresh, healthy produce donated to emergency food organizations	0	0	25,000	30,000
Outcome	Development of food indicators for the Multnomah Food Action Plan	0	0	0	5

Performance Measure - Description

 **Measure Changed**

Outcome: The development of food system indicators is a first critical step to successful food & health policy outcomes and transforming our food system so that it creates healthy people. Development of food indicators/metrics for the Multnomah Food Action Plan and the 2009 Climate Action Plan is such a first step. Currently, the county does not have any food system indicators to measure progress on our efforts. These indicators will be shared community-wide.

Output: Dollar value of fresh, healthy produce donated to emergency food organizations from county CROPS farm and garden projects.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$0	\$129,132	\$0
Materials & Supplies	\$0	\$0	\$8,650	\$0
Internal Services	\$0	\$0	\$28,782	\$0
Total GF/non-GF:	\$0	\$0	\$166,564	\$0
Program Total:	\$0		\$166,564	
Program FTE	0.00	0.00	2.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

This is a General Fund Program. This program is funded entirely with one-time-only General Funds.

Significant Program Changes**Last year this program was:**

This is a new program in FY 2011.

Lead Agency: Non-Departmental - All **Program Contact:** Kat West
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics:

Executive Summary

Waste prevention and recycling is County policy. A commitment to achieve 65% recycled diversion from the waste stream by 2010 was stated in Resolution 05-102. In 2007 Facilities & Property Management partnered with the Sustainability Program and developed the Waste Prevention & Recycling Plan. In October of 2009, the county adopted the Climate Action Plan that joins with the City of Portland in alignment on a region wide 75% recycling rate goal to be achieved by 2012. This position is charged with providing county-wide leadership on the issue of waste management. It is intended to work collaboratively with Departments and will be positioned to leverage the efforts of the Natural Step Green Team and the Department appointed Sustainability Liaisons, as well as the Facilities Property Managers in support of the goal of 75% diversion of the waste stream to recycling.

Program Description

Responsibilities include:

1. Provide stewardship of the information and communication on accomplishment of desired goals with departments.
2. Ensure that the services and systems in all occupied buildings meet all existing regulatory requirements to ensure statutory compliance.
3. Provide leadership in sustainability and support County adopted Green Building, Leadership in Energy and Environmental Design - Existing Buildings (LEED-EB) goals.
4. Create an environment for meeting the compliance requirements of the Climate Action Plan and the City of Portland & Metro recycling rate targets.
5. Maintain accurate data related to this program's performance and report results and improvement plans annually.
6. Coordinate and administer training and regulatory requirement knowledge, as needed, to keep the county current at the highest possible level.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Training course hours delivered	132	0	100	250
Outcome	Documented recycle rate	41.0%	0.0%	45.0%	55.0%

Performance Measure - Description

✔ **Measure Changed**

Number of education & training class hours of instruction given to county staff and community partners & groups on the increasing need to purchase, handle & dispose of goods & materials so that all possible waste is diverted from trash and becomes part of the recycling process.

Recycle diversion rate from total county waste stream. There are various methods of measurement applied to different waste products, so a total of each type is accumulated for reporting purposes.

Legal/Contractual Obligation

Several legal mandates are included in this Program. ORS 279.570 requires that all public agencies shall assure purchase of materials, goods, and supplies that may be recycled or reused when discarded. City of Portland Code 17.102.180 requires that commercial facilities [in Portland] must currently separate recyclable materials and recycle a minimum of 50% of their waste.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Personnel	\$0	\$0	\$88,577	\$0
Internal Services	\$0	\$0	\$300	\$0
Total GF/non-GF:	\$0	\$0	\$88,877	\$0
Program Total:	\$0		\$88,877	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Total Revenue:	\$0	\$0	\$0	\$0

Explanation of Revenues

The recycling rate of 41% was accomplished in FY '09 and that resulted in cost avoidance of over \$72,000. Currently the county pays \$81/ton to dispose of waste as garbage. Disposing of waste as recycling avoids the \$81/ton disposal fee. Given our current rate of waste generation, if we will be able to reach a 65% recycling rate, next year, we will need to divert an additional 500 tons of waste to recycling. Simply accounting for this avoided cost we can realize an additional \$40,500 annually. This is in addition to the FY '09 annual savings of \$72,000.

In addition, recyclable materials have a market value that is not included these estimates that the County currently receives as a rebate from its hauler. It is difficult to predict the year to year value of recyclable materials given material market fluctuation, but it is safe to assume that the value of the materials in the future will offset a significant portion of any future program costs.

County-wide recycling savings and the recycling rebates which were originally used to offset departmental utility charges (approx \$60K annually), may be used in the future to fund this countywide responsibility.

This program is funded entirely with one-time-only General Funds.

Significant Program Changes

✓ Significantly Changed

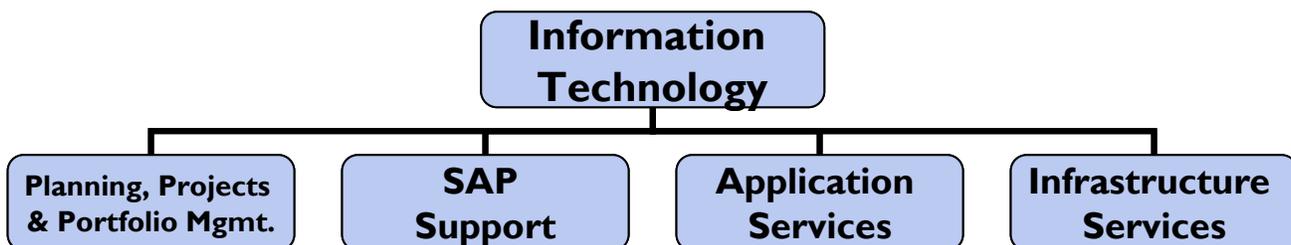
Last year this program was:

Currently, this program is being staffed with an AmeriCorp intern that expires in August, 2010 as the AmeriCorp program allows for only 2 years of tasking with the same focus. The Waste Prevention and Recycling effort has greatly benefited from their initiation and stewardship efforts, but the program needs an ongoing commitment with funding and operationalization. The position within Facilities is intended to leverage a large, committed population within the County that are vested in creating and sustaining a high performing, sustainable County. The Facilities Property Managers, Multnomah County Natural Step Green Team and the Sustainability Liaisons represent a potent group, well positioned within the County to achieve the represented goals.

Overview

The County's IT employees and the technologies we support have evolved over a long period of time, since the late 1990's, when IT was decentralized and primarily a mainframe computing environment to 2002 when "County IT" was created resulting in the consolidation of resources to FY 2011 where IT manages 4,293 PCs and laptops, 205 servers, 113 network circuits, and approximately 184 business applications. The support challenges are even bigger when you consider the diversity of the County's lines of business. For example, IT staff support business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use planning, jail management, and community justice. County employees utilizing these systems are located in 93 different sites across the County and the technologies required are just as diverse as the lines of business, if not more. This challenge is made more complex everyday because there is always significantly more demand for IT services than there are resources to meet those demands and many of our technology platforms are outdated.

The IT organization has worked over the last year to "rethink" its service provision and to define a mission and vision that focus on providing the services and technologies that residents and customers want and deserve, at a cost they can afford. Our mission, as IT professionals, is to "leverage technology to drive innovation, efficiency, and cost savings". Our vision is to "provide residents and county employees the information they need, any time, any place". FY 2011 will be the first fiscal year that County IT has had a formal mission and vision in many years. With customers and employees, we will refine and institutionalize this way of thinking and looking at our work differently. This framework will empower IT employees to solve our challenges through focus on priority projects and embracing new technologies to improve service and reduce costs.



Successes and Challenges

The Office of Information Technology has made significant progress in FY 2010. Highlights include 1) the completion of a major restructuring and reorganization, 2) Board approval for two strategic projects (the Data Center and Disaster Recovery project and Network Convergence) to modernize the County's technical infrastructure, 3) alignment of management, staff, and technologies to support a lower cost, open source application development platform, 4) implementation of 50 wireless access points for the public and County employees, 5) design and implementation of the new assessment and taxation hardware environment, 6) implementation of the RFID and Self-Checkout systems at Central Library, 7) enhancement of the Geographical Information System (GIS) at all levels including the kick-off of a new Emergency Management System, 8) integration of the SAP Support team with the IT organization, 9) evaluation of the desktop environment to enhance the service offering and add a variable cost structure, and 10) completion of two experimental workgroups with Local 88 staff, management, customers to solve business problems through a collaborative, rather than hierarchical, process.

As we look forward to FY 2011, IT continues to face many challenges. The biggest challenge again this year is the rapid change occurring in the technology industry. Other key challenges are: 1) institutionalizing a new culture that focuses on continuous learning, respect for all, rethinking service provision to drive innovation, being responsive to customer needs and priorities, and recognizing the excellent work of our employees, 2) staying focused on priority projects and saying "yes" to the right projects, 3) developing a workforce plan that addresses retaining and re-training existing staff and recruiting diverse, new staff, where appropriate, 4) training and supporting a multi-generational County workforce with diverse skills and training expectations, and 5) maximizing the investments the County is making in new technologies.

Budget by Division

Division Name	FY 2011 General Fund	Other Funds	Total Division Cost	Total FTE
Chief Information Office	\$0	\$4,695,825	\$4,695,825	1.00
Planning, Projects and Portfolio Management	0	14,377,098	14,377,098	18.00
SAP Support	0	2,735,422	2,735,422	15.00
Application Services	0	10,224,212	10,224,212	60.00
Infrastructure Services	0	21,554,533	21,554,533	70.15
Total Information Services	\$0	\$53,587,090	\$53,587,090	164.15

Program by Division

The following table shows the programs that make up Information Technology FY 2011.

Prog #	Program Name	FY 2011 General Fund	Other Funds	Total Cost	Total FTE
79000	IT Innovation and Investment Fund	0	\$5,901,821	\$5,901,821	0.00
79001	IT Strategic Modernization Projects	0	6,000,000	6,000,000	0.00
79002	IT Planning, Projects & Portfolio Management	0	2,475,277	2,475,277	18.00
79003	IT Division Management	0	4,695,825	4,695,825	1.00
79004	IT Data Center	0	4,352,398	4,352,398	20.00
79005	IT Help Desk Services	0	899,460	899,460	8.15
79006	IT Telecommunications Services	0	5,620,172	5,620,172	8.00
79007	IT Network Connectivity	0	2,911,135	2,911,135	7.00
79008	IT Desktop Services	0	3,195,138	3,195,138	27.00
79009	IT Desktop Assets	0	4,576,230	4,576,230	0.00
79010	IT Health and Human Services Application Services	0	2,626,149	2,626,149	19.00
79011	IT Public Safety Application Services	0	2,214,329	2,214,329	16.00
79012	IT General Government Application Services	0	643,024	643,024	5.00
79013	IT Enterprise Application Services	0	4,740,710	4,740,710	20.00
79014	IT SAP Support Team	0	2,735,422	2,735,422	15.00
Total		\$0	\$53,587,090	\$53,587,090	164.15

Significant Changes

The following table describes the significant changes made in each division. Significant is defined as expenditures that have increased/decreased by more than 5% or where FTE have increased or decreased by 1.00 or more from the FY 2010 adopted budget. Additional information can be found in the division narrative and in individual program offers.

Prog #	Program Name	FTE Changes (+/-) All Funds	Estimated \$ Change-GF	Estimated \$ Change-Other Funds
79000	IT Innovation and Investment Fund	-	-	(4,109,392)
79002	IT Planning, Projects & Portfolio Management	8.75	-	1,502,223
79003	IT Division Management	-	-	(238,698)
79004	IT Data Center	(2.25)	-	(880,371)
79005	IT Help Desk Services	(1.00)	-	(144,185)
79006	IT Telecommunications Services	(0.50)	-	298,324
79009	IT Desktop Assets	-	-	4,576,229
79010	IT Health and Human Services Application Services	(5.00)	-	(934,409)
79012	IT General Government Application Services	(0.25)	-	(1,110,502)
79013	IT Enterprise Application Services	(0.75)	-	1,265,963

Lead Agency: Information Technology

Program Contact: Sherry Swackhamer

Program Offer Type: Internal Service

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 criterion and governance for selecting and monitoring technology capital investment projects. The process is designed to ensure the County measures and receives value from these investments. Requests must be accompanied by a scope document and total cost of ownership model, including an analysis of both one-time-only and on-going operational funding impacts. Once approved, project sponsors must commit to measures that are monitored to analyze and report on the value proposition.

Program Description

The IT Advisory Board oversees and provides governance for the County's capital investments in technology. Program includes carryover dollars for six in-process projects supporting DCHS, DCM, DCJ, OIT & MCHD. Potential projects for FY11 include replacement of Budget Software and enhancement to SAP product: reporting, integration, e-government, and elimination of shadow systems (e.g. related to Facilities and Contracts. Projects completed in FY2010 include replacement of DCS Land Use Planning System, new ADS Find-a-Home Website, DCM Facilities Mobile Assets-Phase I, new MCDA Document Management System, and pilot of Adobe Connect (eTraining capability).

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of projects monitored per monitoring process	0.0%	100.0%	100.0%	100.0%
Outcome	Increase in value derived from IT capital projects	0.0%	80.0%	0.0%	80.0%

Performance Measure - Description

Output--100% of the funded projects will be monitored by ITAB per the established monitoring rules.

Outcome--Increase in IT capital projects completing and meeting agreed upon outcomes.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Contracts	\$0	\$0	\$0	\$5,594,434
Materials & Supplies	\$0	\$2,447,941	\$0	\$307,387
Internal Services	\$0	\$605	\$0	\$0
Capital Outlay	\$0	\$7,547,043	\$0	\$0
Total GF/non-GF:	\$0	\$9,995,589	\$0	\$5,901,821
Program Total:	\$9,995,589		\$5,901,821	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,237,187	\$0	\$148,227
Other / Miscellaneous	\$0	\$10,948,300	\$0	\$5,753,594
Total Revenue:	\$0	\$13,185,487	\$0	\$5,901,821

Explanation of Revenues

Significant Program Changes

Last year this program was: #79000A, IT Innovation and Investment Fund

Lead Agency: Information Technology

Program Contact: Sherry Swackhamer

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Office of Information Technology will be initiating two significant projects to modernize the County's information technology infrastructure: the data center and disaster recovery (DCDR) project and the network convergence project. The DCDR project will move the County's data center from the current location using a "two-site" model and add disaster recovery capabilities for the highest priority systems. The network convergence project will upgrade the County's data network, combine the data and voice networks, and replace the County's current phone systems.

Program Description

This offer funds two strategic IT projects approved by the Board of County Commissioners. These projects form the basis to move the County's technology platforms into the 21st century. The DCDR project will split the operating capacity of the current, inadequate data center to two locations: one new County owned data center that will utilize "green" technologies located in an existing county site and one leased co-location site (and/or cloud computing capabilities) that will provide a variable cost structure that can expand and contract based on County needs. Disaster recovery capabilities will also be added for the highest priority systems. Disaster recovery capabilities do not currently exist.

The second project will significantly enhance the County's data and voice networks and associated phone systems. The county's risk with the current phone system vendor, acquired while in bankruptcy, will also be reduced.

In preparation for these projects, IT and departments are focused on clean up and disposition of unnecessary data, systems, and equipment to minimize the data center footprint and eliminate unnecessary/outdated data and technologies. Both projects will result in operating efficiencies for IT and our customers.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Quarterly Milestone Reviews for each project	0	0	0	8
Outcome	Percent of deliverables for each milestone met at the end of quarterly milestone	0.0%	0.0%	0.0%	80.0%

Performance Measure - Description

Output--quarterly milestones will be established and results measured for each project.
Outcome

(These projects will span multiple budget years.)

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Contracts	\$0	\$0	\$0	\$6,000,000
Internal Services	\$0	\$200,000	\$0	\$0
Capital Outlay	\$0	\$5,800,000	\$0	\$0
Total GF/non-GF:	\$0	\$6,000,000	\$0	\$6,000,000
Program Total:	\$6,000,000		\$6,000,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$6,000,000	\$0	\$6,000,000
Total Revenue:	\$0	\$6,000,000	\$0	\$6,000,000

Explanation of Revenues

Significant Program Changes

Last year this program was: #79000A, IT Innovation and Investment Fund

Lead Agency: Information Technology

Program Contact: Madeleine Mader

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The IT Planning, Projects, and Portfolio management offer represents a reorganization of the IT administrative functions. This offer focuses on providing improved oversight of the budget process, equipment procurement process, contracting and software licensing, and the management of IT projects. Other areas of administrative responsibility include coordination of HR functions, finance and accounts payable, and resource planning and portfolio management.

Program Description

The program includes the administrative group responsible for budgeting, finance, procurement, accounts payable, contracting, and software licensing. This group was reorganized to include an IT Finance Supervisor to provide additional expertise and oversight and the addition of a IT Contract Administrator to provide specialized expertise in the development and monitoring of large software and hardware contracts.

Also included is the project and portfolio management team. This group is tasked with developing and implementing industry standards for managing IT projects especially high-risk, capital projects. Skilled projects managers are also a part of the team to provide the hands-on expertise needed to successfully manage risk and complete these projects.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of employees submitting time in Planview	0	0	0	164
Outcome	Number of contracts inventoried and monitored	0.0%	0.0%	0.0%	90.0%

Performance Measure - Description

Output measure--designed to report the number of employees correctly tracking their time in Planview (resource planning system). Demonstrates the effective utilization of IT resources.

Outcome measure--measures the number of contracts inventoried and monitored on a regular basis to effectively manage and minimize risks.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$807,485	\$0	\$2,277,648
Materials & Supplies	\$0	\$0	\$0	\$197,629
Total GF/non-GF:	\$0	\$807,485	\$0	\$2,475,277
Program Total:	\$807,485		\$2,475,277	
Program FTE	0.00	9.25	0.00	18.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,075,908	\$0	\$2,475,277
Total Revenue:	\$0	\$2,075,908	\$0	\$2,475,277

Explanation of Revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was:

This program offer is a result from the IT reorganization. Last year, programs 79001 and 79009 were organized differently. Due to the IT reorganization this program includes Cost Center 709105 and Cost Center 709600 from FY 10; Cost Center 709000 is found in program offer 79003.

Lead Agency: Information Technology

Program Contact: Sherry Swackhamer

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

IT division management provides leadership, strategic direction, and operational accountability so that County employees, business partners, elected officials and citizens have information when & where they need it with high reliability and at a reasonable cost. Employee management and oversight as well as project oversight are provided.

Program Description

The IT division management office is accountable for leadership in the reliable delivery of IT services and spending that is aligned with county priorities. In addition, it also ensures the implementation, measurement and continuous improvement of IT service management processes, provides governance for delivering projects according to commitments, provides a roadmap for future technology and ensures a skilled and motivated IT workforce. This offer contains a contingency value of \$1 million for unplanned equipment replacement or emergency needs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of Performance Evaluations completed per County Requirement	0	0	0	164
Outcome	Percent of quarterly Top 25 projects completed as projected	0.0%	0.0%	0.0%	50.0%

Performance Measure - Description

✔ **Measure Changed**

Output-measures the number of performance appraisals completed for IT staff per county requirement

Outcome-measure % of high priority IT projects completed per quarterly projections. Provides focus on projects that are of the highest priority to the county.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$296,797	\$0	\$499,015
Contracts	\$0	\$268,810	\$0	\$100,000
Materials & Supplies	\$0	\$590,244	\$0	\$428,217
Internal Services	\$0	\$1,046,338	\$0	\$1,982,200
Unappropriated & Contingency	\$0	\$2,246,591	\$0	\$1,686,393
Total GF/non-GF:	\$0	\$4,448,780	\$0	\$4,695,825
Program Total:	\$4,448,780		\$4,695,825	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	\$0	\$12,291	\$0	\$1,531,787
Other / Miscellaneous	\$0	\$0	\$0	\$3,164,038
Total Revenue:	\$0	\$12,291	\$0	\$4,695,825

Explanation of Revenues

Significant Program Changes

Last year this program was: #79001, IT Division Management

Lead Agency: Information Technology

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, 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 operations of the data center with Operations and Technical Services staff supporting restoration of services during service disruptions 24x7. These teams provide reliable, responsive, secure systems ensuring maximum server uptime in support of maximum application availability in an efficient and cost effective manner.

Program Description

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, upgrades, problem resolution, server and storage management, asset tracking and after-hours support for all County business systems running in the data center. This program also provides vendor management for data center hardware and software systems. This program coordinates with county resources for data center facility requests and activity for the computer room equipment and systems. Included in this service are the Technical Services staff who provide software and hardware architecture design, planning, acquisition and installation. They also manage capital replacement and capacity planning for computer room hardware. Additional services provided by this program are data backup and restore services, storage management, emergency response and physical data center security.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Data replicated or put on output tapes sent to offsite storage daily	98.0%	99.0%	99.0%	99.0%
Outcome	Production system availability for hardware and operating systems	98.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Output measure--ensures that backup data is available on tape or offsite disk 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.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$3,060,421	\$0	\$2,814,195
Contracts	\$0	\$37,200	\$0	\$64,663
Materials & Supplies	\$0	\$1,602,698	\$0	\$1,224,439
Internal Services	\$0	\$55,855	\$0	\$600
Capital Outlay	\$0	\$476,595	\$0	\$248,501
Total GF/non-GF:	\$0	\$5,232,769	\$0	\$4,352,398
Program Total:	\$5,232,769		\$4,352,398	
Program FTE	0.00	22.25	0.00	20.00
Program Revenues				
Fees, Permits & Charges	\$0	\$5,241,563	\$0	\$4,052,398
Other / Miscellaneous	\$0	\$0	\$0	\$300,000
Total Revenue:	\$0	\$5,241,563	\$0	\$4,352,398

Explanation of Revenues

Significant Program Changes

Last year this program was: #79003, IT Data Center

Lead Agency: Information Technology

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Help Desk program offer provides a single point of contact to County staff for accessible and customer-focused technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Support is provided in a friendly and professional manner while service requests are tracked, questions are answered, informal instruction is offered, and problems are resolved or escalated to other IT teams.

Program Description

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 solutions to problems accessing 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. Services are provided 24*7, 365 days a year to ensure that customer needs are addressed in a timely manner. County employees can 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 also provide support and help for internal IT functions such as the Applications, Desktop, Data Center and Administration groups. The Helpdesk averages 2,600 calls per month. Of those calls an average of 1,750 (66%) are resolved at the Helpdesk while others are escalated to other IT teams. The top three call types (on average for the 1st 6 months of FY 2010) are related to Microsoft Outlook, Windows login and Internet Explorer and the top three county departments (for the same time frame) are DCHS, DCJ and the MCHD.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of customer tickets created	39,442	23,299	38,817	38,000
Outcome	Abandonment rate	7.5%	5.5%	5.5%	5.0%
Outcome	Calls resolved at the Helpdesk	66.0%	66.0%	66.0%	67.0%

Performance Measure - Description

These measures are industry standards for Help Desk organizations. An analysis is done on data used to track the measures to determine ways to improve service and reduce downtime.

Output Measure--Number of help desk tickets created based on calls from customers.

Outcome Measure--Abandonment rate -An abandoned call is when a customer calls the Helpdesk but then hangs up, typically due to extended hold times while waiting to talk to an agent. Caller abandonment rate will be less than or equal to 5%.

Outcome Measure--Calls Resolved @ Help Desk - 67% or more of the tickets entered by Help Desk staff into the call tracking database will be resolved by a Helpdesk agent without requiring escalation to other IT staff.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$1,014,832	\$0	\$867,984
Contracts	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$0	\$14,132	\$0	\$29,476
Internal Services	\$0	\$12,681	\$0	\$0
Total GF/non-GF:	\$0	\$1,043,645	\$0	\$899,460
Program Total:	\$1,043,645		\$899,460	
Program FTE	0.00	9.15	0.00	8.15
Program Revenues				
Fees, Permits & Charges	\$0	\$1,043,645	\$0	\$899,460
Total Revenue:	\$0	\$1,043,645	\$0	\$899,460

Explanation of Revenues

Significant Program Changes

Last year this program was: #79004, IT Help Desk Services

Lead Agency: Information Technology

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Telecommunications program manages over 6,600 telephones and 23 video conferencing units which facilitate communication with citizens, business partners and employees. Telecom manages: phone system equipment; wireless and smart phones; vendor service contracts; voice network design (how the phone network is designed to route phone calls); customer billing; facility and employee moves adds and changes; new equipment installations. Telecom also maintains an Intergovernmental Agreement with the City of Portland to provide citizens an Information & Referral service. Beginning in FY10, the Telecom program will begin the evaluation of new voice technologies, including the convergence of (combining) the County's voice and data networks, to drive innovation and reduce on-going operational costs. This program will also evaluate alternative methods of providing and supporting cell phones and PDA's.

Program Description

This program coordinates the installation and maintenance of the County's voice systems. These systems include all wiring, hardware, telephones, consoles and connections to the public telephone system, as well as wireless devices such as cell phones and PDAs. The program also purchases, deploys and supports over 6,600 telephones and 1,500 wireless devices distributed across 99 locations. Working with departments to address communication needs, Telecom supports automated attendants that route and manage incoming calls and provides technology support for 25 call centers such as the Mental Health Crisis line. Telecom manages the configuration and maintenance of the County's voice mail system which includes over 3,500 voice mail boxes and processes over 25,000 incoming calls daily. In addition to maintaining the phone systems, this program manages equipment moves, and system programming to ensure telephone service. Large projects include office relocation due to the Facilities Strategic Plan. To facilitate efficient communication, this program manages the acquisition, configuration and maintenance of 23 video conferencing units at 14 locations. These are used heavily by the State Courts, Department of Community Justice and Public Defenders.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Average time to respond to high priority incidents.	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99.0%	95.0%	99.0%	98.0%

Performance Measure - Description

✔ **Measure Changed**

High priority incidents are problems that cause service disruptions. Problems are reported to the Help Desk or Telecom repair line, at which time they are logged and technicians dispatched. Outcome measure--measures the amount of time required to resolve high priority incidents. The % was changed for FY 2011 to reflect an improvement in the response goal from 48 to 12 hours. FY 08-09 and FY 09-10 were 48 hours.

Legal/Contractual Obligation

Contract with City of Portland for the Information & Referral service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$1,177,577	\$0	\$1,042,068
Contracts	\$0	\$32,004	\$0	\$25,000
Materials & Supplies	\$0	\$3,422,167	\$0	\$3,965,432
Internal Services	\$0	\$17,940	\$0	\$18,500
Capital Outlay	\$0	\$583,350	\$0	\$569,172
Total GF/non-GF:	\$0	\$5,233,038	\$0	\$5,620,172
Program Total:	\$5,233,038		\$5,620,172	
Program FTE	0.00	8.50	0.00	8.00
Program Revenues				
Fees, Permits & Charges	\$0	\$5,250,896	\$0	\$4,158,547
Other / Miscellaneous	\$0	\$0	\$0	\$1,461,625
Total Revenue:	\$0	\$5,250,896	\$0	\$5,620,172

Explanation of Revenues**Significant Program Changes**Last year this program was: #79005, IT Telecommunications Services

Lead Agency: Information Technology

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

The Network Connectivity program includes both Wide Area Network (WAN) and Security services. The WAN group provides a stable and secure network for data communications between county buildings and to external networks. This facilitates public access to the county by offering Internet access at the libraries, connections to the Internet for the county's web site and secure links to partners such as the Oregon Community Health Information Network (OCHIN), the City of Portland and the State of Oregon. The Security functions within the program identify and mitigate information security risks, develop policy, provide consulting services to departments, and respond to audit and investigative requests. In FY2010, this offer will support the evaluation of new technologies including the convergence of (combining) the County's voice and data networks to drive innovation and reduce on-going operational costs.

Program Description

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet. This program implements and manages remote access 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 Information Security Management program uses ISO standards to provide information security program development for the County. The ISO approach of Plan-Do-Check-Act includes (i) understanding the County's information security requirements, establishing security policies and objectives; (ii) implementing and operating controls to manage information security risks; (iii) monitoring and reviewing the performance and effectiveness of the security program; and (iv) continual improvement based on objective measurement.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Outage response initiated within 2 hours	98.0%	95.0%	98.0%	98.0%
Outcome	Number of minutes of network downtime per month	48	30	40	30

Performance Measure - Description

Output: Outage response is identified and work to resolve it is initiated within 2 hours.

Outcome: Minutes of network down time, for any one circuit, during normal business hours.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$794,766	\$0	\$1,097,025
Contracts	\$0	\$45,000	\$0	\$95,000
Materials & Supplies	\$0	\$1,414,510	\$0	\$1,531,110
Internal Services	\$0	\$15,498	\$0	\$0
Capital Outlay	\$0	\$560,000	\$0	\$188,000
Total GF/non-GF:	\$0	\$2,829,774	\$0	\$2,911,135
Program Total:	\$2,829,774		\$2,911,135	
Program FTE	0.00	6.00	0.00	7.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,829,774	\$0	\$2,573,135
Other / Miscellaneous	\$0	\$0	\$0	\$338,000
Total Revenue:	\$0	\$2,829,774	\$0	\$2,911,135

Explanation of Revenues

Significant Program Changes

Last year this program was: #79006, IT Network Connectivity

Lead Agency: Information Technology

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

All County departments rely on computers to provide service to their customers. The Desktop Services program offer provides Information Technology (IT) support staff to ensure problems are resolved in a timely manner so County employees can focus on their mission to serve the public. Personal Computers (PCs) are also provided at public access points for citizens. PC hardware and software require procurement, installation, maintenance, proper disposal and support while ensuring satisfaction with service quality and price. Remote and on-site repair and support are provided to improve user productivity. In FY2010, this offer will support the evaluation of new technologies such as desktop virtualization to drive innovation and reduce on-going operational costs.

Program Description

Desktop Services provides Helpdesk ticket resolution, proactive problem diagnosis, on-site support for desktop or laptop computers and software to over 4500 employees. Support for the County's computer training rooms is performed by the team. PCs are also provided for public use in the libraries, assessment & taxation and land use planning to provide citizens with access to information and the ability to view public records online. Desktop services is responsible for managing network printing and file storage services. The Desktop Services team is participating in an analysis of various productivity tools to provide options to the county which can provide for variable cost. Additionally, the team is regularly evaluating new technology to reduce the county's carbon foot print. For example, GreenPrint is a solution to reduce the amount of paper being printed and Desktop Authority is a tool for enhancing our ability to manage the power saving settings on the PCs. The Desktop Services program addresses the Accountability indicator of "Satisfaction with service quality, effectiveness and price" by providing a stable computing environment, access to efficient help desk services to resolve problems and utilizing new technology to reduce prices. Analysis is done on output/outcome data used to track these measures to determine ways to improve service and reduce downtime.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Hours between incident report and response initiation	0	4	4	4
Outcome	High Priority problem tickets resolved within two days	95.0%	95.0%	95.0%	95.0%

Performance Measure - Description

1. This measures an industry standard for Desktop organizations. Output measure is measured in hours until initial contact is made by a Desktop Services support staff.
2. This measures the length of time from notification of an issue until it is resolved. This measure is directly impacted based upon the number of desktop staff to support the environment.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$2,918,575	\$0	\$3,106,838
Contracts	\$0	\$72,000	\$0	\$0
Materials & Supplies	\$0	\$65,000	\$0	\$72,300
Internal Services	\$0	\$60,732	\$0	\$16,000
Total GF/non-GF:	\$0	\$3,116,307	\$0	\$3,195,138
Program Total:	\$3,116,307		\$3,195,138	
Program FTE	0.00	25.50	0.00	27.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,143,775	\$0	\$3,195,138
Total Revenue:	\$0	\$3,143,775	\$0	\$3,195,138

Explanation of Revenues

Significant Program Changes

Last year this program was: #79007, IT Desktop Services

Lead Agency: Information Technology

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Multnomah County staff and business partners utilize over 4,500 computers and 700 printers and other output devices to run internal operations and provide service to the public. Personal Computers (PCs) are also provided for citizens use at public access points located at libraries, Assessment and Taxation and Land Use Planning. This program provides PC hardware and software procurement, installation, maintenance, software license tracking, proper disposal and support while balancing customer satisfaction with service quality and price.

Program Description

Desktop asset replacement provides desktop and laptop computers and software to over 4500 employees and business partners. They will be replacing ~950 PCs/Laptops, 50 network printers as well as installation of new PCs to support the new Libraries opening this year. PCs are also provided for public use in the libraries, Assessment and Taxation, and Land Use Planning, to provide citizens with access to information and the ability to view public records online. IT Desktop Services maintains desktop assets which includes life-cycle management from procurement through disposal of County standard desktop computer hardware, software and other peripherals and associated software licenses. This program supports the disposition of decommissioned hardware and recycling of unusable devices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of devices replaced according to published schedule	95	99	100	100
Outcome	Percentage of software used in compliance with purchased licenses.	100	100	100	100
Efficiency	Percent of County-wide technology devices managed by system.	90	90	90	98
Efficiency	Percentage of software licenses re-deployed as hardware is retired.	85	85	85	95

Performance Measure - Description

1. This measure tracks how many devices are replaced according to the published schedule.
2. This measure reports license compliance for all software in use.
3. This measure tracks the scope of Desktop assets managed by automated tools since not all computers are on the network.
4. This measure tracks licenses reused instead of purchasing new ones.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Materials & Supplies	\$0	\$0	\$0	\$2,170,522
Internal Services	\$0	\$0	\$0	\$55,708
Capital Outlay	\$0	\$0	\$0	\$2,350,000
Total GF/non-GF:	\$0	\$0	\$0	\$4,576,230
Program Total:	\$0		\$4,576,230	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$1,273,058
Other / Miscellaneous	\$0	\$0	\$0	\$3,303,172
Total Revenue:	\$0	\$0	\$0	\$4,576,230

Explanation of Revenues

Significant Program Changes

Last year this program was: #79008, IT Desktop Assets

Lead Agency: Information Technology

Program Contact: Keith Johnson

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Health and Human Services Application Services provide reliable, effective software systems for the Health Department and County Human Services. Services include managing customer relationships; capturing and ranking 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. Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately maintaining and supporting existing systems ("lights on" activities to keep current systems available) through improving application life-cycle planning, project governance and prioritization, and resource accountability. This Program Offer improves the delivery of County services through automating business operations and providing easy access to information.

Program Description

Services include 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; and 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 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 using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Currently, application services provides support for 75 systems for the Health Department and 40 systems for the Department of County Human Services.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Employee hours spent on planned work versus unplanned	0.0%	0.0%	50.0%	60.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	0.0%	0.0%	10.0%
Quality	Percent of customers satisfied	0.0%	0.0%	0.0%	80.0%

Performance Measure - Description

Output Measure = Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY10

Outcome Measure = Increase in employee hours spent on planned versus unplanned work: 10%. Initial measurement taken at the end of FY10.

Quality Measure = Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80% A quality survey will be part of the required closing documents for all large projects.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$3,282,200	\$0	\$2,532,595
Contracts	\$0	\$110,600	\$0	\$0
Materials & Supplies	\$0	\$143,830	\$0	\$90,994
Internal Services	\$0	\$23,928	\$0	\$2,560
Total GF/non-GF:	\$0	\$3,560,558	\$0	\$2,626,149
Program Total:	\$3,560,558		\$2,626,149	
Program FTE	0.00	24.00	0.00	19.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,564,138	\$0	\$2,626,149
Total Revenue:	\$0	\$3,564,138	\$0	\$2,626,149

Explanation of Revenues

Significant Program Changes

Last year this program was: #79009, IT Health & Human Services Application Services

Lead Agency: Information Technology

Program Contact: Keith Johnson

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Public Safety Application Services provide reliable, effective software systems for Community Justice, DSS Justice and the Sheriff's Office. Services include managing customer relationships; capturing, ranking 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.

Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately performing "lights on" activities to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability. This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners.

Program Description

Services include 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; and 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 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 using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Currently, the Public Safety application services group is supporting 22 systems for DCJ, 6 systems for MCSO, and 3 systems for DSSJ.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Employee hours spent on planned versus unplanned work	0.0%	0.0%	55.0%	60.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	0.0%	0.0%	5.0%
Quality	Percent of customers satisfied with end product for planned projects	0.0%	0.0%	0.0%	80.0%

Performance Measure - Description

✔ **Measure Changed**

Output - 60% increase in the number of employee hours spent on prioritized and scheduled work vs. fixing problems and handling emergency incidents

Outcome - 5% increase in the number of hours spent on specific work requests

Quality - 80% of delivered projects that satisfy customer expectations. A quality survey will be part of the required closing documents for all large projects.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$2,043,116	\$0	\$2,060,776
Contracts	\$0	\$96,000	\$0	\$106,000
Materials & Supplies	\$0	\$62,524	\$0	\$47,553
Internal Services	\$0	\$22,470	\$0	\$0
Total GF/non-GF:	\$0	\$2,224,110	\$0	\$2,214,329
Program Total:	\$2,224,110		\$2,214,329	
Program FTE	0.00	16.25	0.00	16.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,207,147	\$0	\$2,179,329
Intergovernmental	\$0	\$0	\$0	\$35,000
Total Revenue:	\$0	\$2,207,147	\$0	\$2,214,329

Explanation of Revenues

Significant Program Changes

Last year this program was: #79010, IT Public Safety Application Services

Lead Agency: Information Technology

Program Contact: Keith Johnson

Program Offer Type: Internal Service

Related Programs:

Program Characteristics: In Target

Executive Summary

General Government and Open Source Application Services provide reliable, effective software systems for the County Management, Library, Community Services, Chair and Commissioners, and related groups. Services include managing customer relationships; capturing and ranking 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. Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately maintaining and supporting existing systems ("lights on" activities to keep current systems available) through improving application life-cycle planning, project governance and prioritization, and resource accountability. This Program Offer improves the delivery of County services through automating business operations and providing easy access to information.

Program Description

Services include 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; and 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 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 using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Focused efforts will be continuing to redesign the existing web site for a consistent approach for all departments, increase the use of social networking across the county, and developing an open source platform that will be utilized to consolidate applications and reduce the number of unsupported legacy applications across all application services areas.

Currently, the General Government Application Services Group supports 20 systems for DCM, 6 systems for DCS, 7 systems for the Library, and 5 systems for Non-D.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Employee hours spent on planned work versus unplanned	0.0%	0.0%	50.0%	60.0%
Outcome	Increase in employee hours spent on planned	0.0%	0.0%	0.0%	10.0%
Outcome	Percent of customers satisfied	0.0%	0.0%	0.0%	80.0%

Performance Measure - Description

 **Measure Changed**

Output Measure = Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY10

Outcome Measure = Increase in employee hours spent on planned versus unplanned work: 10%. Initial measurement taken at the end of FY10.

Quality Measure = Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80% A quality survey will be part of the required closing documents for all large projects.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$1,490,389	\$0	\$639,212
Contracts	\$0	\$107,084	\$0	\$0
Materials & Supplies	\$0	\$280,731	\$0	\$3,344
Internal Services	\$0	\$8,908	\$0	\$468
Total GF/non-GF:	\$0	\$1,887,112	\$0	\$643,024
Program Total:	\$1,887,112		\$643,024	
Program FTE	0.00	7.25	0.00	5.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,857,354	\$0	\$643,024
Total Revenue:	\$0	\$1,857,354	\$0	\$643,024

Explanation of Revenues

Significant Program Changes

Last year this program was: #79011, IT General Government Application Services

Lead Agency: Information Technology

Program Contact: Keith Johnson

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

Enterprise Applications 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, platforms support for databases, web servers 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 Description

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. Creation of an Enterprise GIS environment is underway to allow departments to share data, and to provide tools to the departments which will allow them 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. Currently converting to Microsoft Reporting Services to reduce the licensing costs of Crystal Reports and to allow more flexibility and integration to Microsoft SQL Database.

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.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Employee hours spent on new project requests vs maintenance requests	0.0%	0.0%	0.0%	30.0%
Outcome	Increase in employee hours spent on new project requests vs maintenance requests	0.0%	0.0%	0.0%	10.0%
Input	Percent of customers satisfied	0.0%	0.0%	0.0%	80.0%

Performance Measure - Description

Output Measure = Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY10

Outcome Measure = Increase in employee hours spent on planned versus unplanned work: 10%. Initial measurement taken at the end of FY10.

Quality Measure = Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80% A quality survey will be part of the required closing documents for all large projects.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Personnel	\$0	\$2,301,104	\$0	\$3,589,819
Contracts	\$0	\$156,000	\$0	\$407,088
Materials & Supplies	\$0	\$671,645	\$0	\$737,903
Internal Services	\$0	\$25,294	\$0	\$5,900
Total GF/non-GF:	\$0	\$3,154,043	\$0	\$4,740,710
Program Total:	\$3,154,043		\$4,740,710	
Program FTE	0.00	20.75	0.00	20.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,121,232	\$0	\$4,740,710
Total Revenue:	\$0	\$3,121,232	\$0	\$4,740,710

Explanation of Revenues

Significant Program Changes

Last year this program was: #79012, IT Enterprise Application Services

Lead Agency: Information Technology

Program Contact: Satish Nath

Program Offer Type: Internal Service

Related Programs:

Program Characteristics:

Executive Summary

SAP is a county-wide (enterprise) system for managing people, money, materials, services and buildings and maintenance. In short, it is used to manage the business operations of the County. SAP enables efficient business processes and transactions, and integrates with other applications to become the primary system of record whenever possible. SAP provides timely, relevant and accurate information to improve data-driven decision making. SAP resources are allocated to maintain core business functions and investments; and are balanced with enterprise wide strategies and goals. Using SAP enables the County to retire other systems and reduce related costs. SAP provides real-time operational data to employees, business partners and citizens.

Program Description

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 training, education and technical assistance to County SAP users. Goals include:

1. Establish and communicate an on-going process to identify business needs and strategic initiatives, prioritize and select projects based on transparent criteria, coordinate short and long-term plans for deployment of resources.
2. Standardize and design business processes using best practices, review and re-engineer current processes as needed.
3. Provide timely, accurate and appropriate data.
4. Increase efficiencies and reduce cost through electronic and automated processes.
5. Create & maintain ongoing feedback loop between customers & IT.
6. Utilize SAP as primary system of record whenever possible, eliminating redundant data maintained in shadow systems.
7. Provide reporting capabilities to allow access to the data people need to make decisions.
9. Train and equip staff to maintain and enhance SAP.
10. Enable integration of SAP with other systems.
11. Provide leadership the service needed to recognize SAP as the County's enterprise software solution.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	# of NEW SAP functionalities implemented	2	2	2	3
Outcome	% of total users concurrently logging into SAP (Base 1100 users)	17.8%	18.1%	19.9%	20.0%

Performance Measure - Description

Output - increase in number of SAP functionalities implemented. Outcome-% increase in concurrent user log-ins as a result of new SAP functionalities added.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$0	\$1,853,239	\$0	\$1,858,593
Contracts	\$0	\$40,200	\$0	\$70,000
Materials & Supplies	\$0	\$559,359	\$0	\$683,254
Internal Services	\$2,746,999	\$294,201	\$0	\$123,575
Total GF/non-GF:	\$2,746,999	\$2,746,999	\$0	\$2,735,422
Program Total:	\$5,493,998		\$2,735,422	
Program FTE	0.00	14.00	0.00	15.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,746,999	\$0	\$2,735,422
Total Revenue:	\$0	\$2,746,999	\$0	\$2,735,422

Explanation of Revenues

For FY11, SAP costs are built into IT rates and changed to various departments based on the number of active full and part-time employees.

Significant Program Changes

Last year this program was: #79017A, SAP Support Team

Last year this program was:

#79017A, SAP Support Team. The program reported to Chief Financial Officer and was part of the indirect administrative rates to departments.

Lead Agency: Overall County
Program Offer Type: Revenue/Fund
Related Programs:
Program Characteristics:

Program Contact: Mike Jaspin

Executive Summary

This program offer budgets a number of 'fund level' transactions. These include Cash Transfers between funds, fund contingencies, and reserves.

Program Description

This offer budgets cash transfers from:
 General Fund to Library Fund - \$15,093,244
 General Fund to Financed Projects Fund - \$4,500,000
 General Fund to Facilities Fund - \$120,000
 General Fund to Capital Improvement Fund - \$150,000
 Road Fund to Bridge Fund - \$5,600,000
 Road Fund to Bike Path Fund - \$68,000
 Strategic Investment Program Fund to General Fund - \$161,000

The offer accounts for the General Fund Contingency, which is established at \$1,250,000 per Budget Office policy. The General Fund Contingency also contains \$1,343,671 for Board earmarks, \$638,958 that is unallocated, and \$4,000,000 for a BIT reserve. Also included in this program offer is the 10% revenue reserve as described in the Financial and Budget Policies. The Library Fund contingency (\$1,000,000) and unappropriated balance (\$14,409,493) and the Risk Fund Contingency (\$2,000,000) and unappropriated balance (\$21,868,000) are recorded here too.

Reserve and contingency accounts reflect prudent financial management of county resources. The reserve has been established at 10% - a level that Moody's Investor Services uses as 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 BCC takes affirmative action to transfer it. Conditions under which the contingency can be used are limited, in most cases, to one-time-only expenditures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	% of Reserve Goal Met	100.0%	100.0%	100.0%	100.0%
Outcome	Moody's Bond Rating	0	0	0	0
Output	Transfers from Contingency	12	10	8	8

Performance Measure - Description

The level of reserves is one indicator of the County's financial position. Transfers from the General Fund contingency should be limited to events that could not be foreseen when the annual budget was prepared. With few exceptions, all transfers from the contingency should follow the Board's adopted Financial & Budget policies.

Change in bond rating – (0) = no change, (1) = upgraded rating, (-1) = downgraded rating

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2010	2010	2011	2011
Program Expenses				
Cash Transfer	\$15,427,775	\$6,041,418	\$19,863,244	\$5,829,000
Unappropriated & Contingency	\$40,112,924	\$37,997,080	\$37,118,081	\$39,455,493
Total GF/non-GF:	\$55,540,699	\$44,038,498	\$56,981,325	\$45,284,493
Program Total:	\$99,579,197		\$102,265,818	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,104,585	\$0	\$0
Intergovernmental	\$0	\$1,220,713	\$0	\$5,668,000
Taxes	\$0	\$4,820,705	\$0	\$0
Other / Miscellaneous	\$0	\$35,938,038	\$0	\$39,693,043
Total Revenue:	\$0	\$45,084,041	\$0	\$45,361,043

Explanation of Revenues

Significant Program Changes

Last year this program was: #95000, Fund Level Transactions

Lead Agency: Overall County

Program Contact: Mike Jaspin

Program Offer Type: Revenue/Fund

Related Programs:

Program Characteristics:

Executive Summary

This program offer budgets the 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 Description

In FY 2011, General Fund resources are estimated to total about \$393.2 million, which includes \$47.5 million of beginning working capital. The revenues budgeted in this program offer represent approximately 90.1% of the total General Fund. The primary ongoing revenue sources are Property Tax, Business Income (BIT), Motor Vehicle Rental Tax (MVRT), and state shared revenues. 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.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Total GF/non-GF:	\$0	\$0	\$0	\$0
Program Total:	\$0		\$0	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$6,834,779	\$0	\$5,448,174	\$0
Intergovernmental	\$9,197,470	\$0	\$7,907,479	\$0
Taxes	\$283,190,271	\$0	\$289,744,603	\$0
Other / Miscellaneous	\$42,976,009	\$0	\$50,230,997	\$0
Total Revenue:	\$342,198,529	\$0	\$353,331,253	\$0

Explanation of Revenues

There are a handful of revenues that make up the bulk of the General Fund. These include (in order of size) – Property Tax, BIT, Motor Vehicle Rental Tax, and Video Lottery proceeds, and other state shared revenues. 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 Measures 47/50 can be found in the Appendix section of the budget documents.

A more complete discussion of the forecast assumptions can be found on the Budget Office website.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #95001, General Fund Revenues

Lead Agency: County Human Services

Program Contact: Karl Brimmer

Program Offer Type: Existing Operating

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 only can be used for those individuals who are Medicaid eligible and are in need of mental health services authorized by the county according to Center for Medicaid & Medicare Systems (CMS) definition of medical necessity.

This program offer accounts for the reserve account that makes up the fund. It includes the accumulated fund balance and is otherwise described as beginning working capital (BWC). The Mental Health Organization (MHO) is responsible for maintaining a reserve account so that in the event of unforeseeable circumstances those needs could be addressed.

Program Description

The state requires the MHO to have a minimum reserve of \$250,000. Given the mental health responsibilities in our county and the number of Verity - Oregon Health Plan (OHP) members Multnomah County is responsible for, it would not be prudent to maintain the reserve at this minimum level. Best practice would support the need to maintain a minimum reserve account balance between \$4 million to \$5 million dollars that could support a system of Multnomah County's size. This would cover any reasonable but unexpected cost increases within our system.

Nationally, there has been a trend that has been referred to as "Pay For Performance" (P4P) - providing incentive payments for organizations to make improvements within their service delivery system. Multnomah County initiated a P4P incentive program in 2009 for a number of issues but has found that organizations take anywhere from several months to a year before they begin to realize the full benefit of the incentives and make significant changes. All of the P4P incentives have been directed at the OHP population (Medicaid members only) and therefore eventually will be funded through our reserves.

As the Behavioral Health Fund reserves have increased each year for the past two years, it presents an opportunity for us to make changes and improve our system. At the same time, we will be compensating our mental health providers for the modifications that make within their organizations, including the use of pay for performance incentives.

Current plans for using the reserve funds and managing the fund to maintain a prudent balance include the following within the next 16 months: 1) integrated health care pilots for children; 2) an adult integrated health care model for individuals presenting severe and persistent mental health issues; 3) development of an evidence-based practice set of intensive case management services for adults; and 4) a nationally recognized approach for our adult providers to measure service outcomes across the system.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	N/A	0	0	0	0
Outcome	N/A	0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

Oregon Revised Statutes Chapter 294 and County Financial Assistance Contract with the State of Oregon.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Unappropriated & Contingency	\$0	\$4,382,300	\$0	\$14,972,699
Total GF/non-GF:	\$0	\$4,382,300	\$0	\$14,972,699
Program Total:	\$4,382,300		\$14,972,699	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$4,382,300	\$0	\$14,972,699
Total Revenue:	\$0	\$4,382,300	\$0	\$14,972,699

Explanation of Revenues

\$14,824,699 - Beginning Working Capital
 \$148,000 - Interest Earned

Significant Program Changes

Last year this program was: #25101, Mental Health Beginning Working Capital